



# Sparrow *Forward*

ANNUAL REPORT 2021



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## OUR MISSION

To improve the health of the people in our communities by providing quality, compassionate care to everyone, every time.

## OUR VISION

To be nationally recognized as a leader in quality and patient experience.

## OUR VALUES

### Innovation

Finding new ways to improve the quality of health services.

### Compassion

Providing “radical loving care” for everyone.

### Accountability

Accepting responsibility for our actions and attitude.

### Respect

Valuing diversity, inclusion and working well together.

### Excellence

Achieving the best results in all we do.



Thank you for taking time to review the Sparrow Annual Report for 2021. This was a year when our value as the region’s only community-owned and governed health system was evident as we led the Lansing area through year two of the pandemic.

While COVID continued to cause upheaval in our personal lives and throughout the health system, we have not lost focus on Sparrow Forward, preparing for healthcare of the future, and making sure coming generations of Mid-Michigan residents have access to quality care. We unveiled our largest capital improvement plan ever, one that will have a long-lasting imprint on the Mid-Michigan region.

These pages detail other huge strides we’ve made while keeping sight of our immense responsibilities in steering the community through the pandemic.

We’ve bolstered our diversity, equity, and inclusion efforts because we want to be a place of healing where everyone belongs and is respected. We’ve achieved numerous milestones in patient safety, including a top “A” grade on a national scorecard of thousands of hospitals and reducing our mortality rate.

We’ve also never stopped innovating in our patient care and in improving area residents’ access to primary care physicians, vital in treating ambulatory healthcare needs. Our Sparrow Medical Group practices scheduled 10,800 new patients last year, an average of 900 a month and conducted over 800,000 visits.

These are important markers because we can never stop moving Sparrow Forward. It’s what the community expects of us.

We hope you find this Annual Report informative and interesting and that it helps you learn the breadth and depth of what we do. We appreciate you taking time to understand Sparrow and why we are so proud of being Mid-Michigan’s premier healthcare organization.



(From left) Sparrow Health System President and CEO **James Dover** with Sparrow Health System Board of Directors Chairman **John D. Pirich**.

**James F. Dover, FACHE**  
President and CEO  
Sparrow Health System

**John D. Pirich**  
Chairman, Board of Directors  
Sparrow Health System

# Sparrow Forward

In a year still dominated by the worst health crisis of our lifetime, Sparrow was intent on moving forward in 2021 and preparing for the healthcare of the future.

The Sparrow Health System Board of Directors approved Sparrow's largest investment ever in the region, an \$800-million capital improvement plan that includes construction of a five-story patient tower at Sparrow Hospital and other major projects that reflect our mission of improving access to care in the region.

The announcement reflected Sparrow's desire to move forward with new projects to meet the needs of patients and caregivers. Even with the pandemic continuing to loom over daily life, "We have to continue to make investments in ourselves," said Sparrow Health System President and CEO James Dover.

The plan responds to the needs and feedback of our physicians and caregivers, who have been asking for more Emergency Department space and other features.

Besides the patient tower, other highlights include 112 new private patient rooms toward our goal of all-private rooms; expansion of the Sparrow Hospital Emergency Department; a new Sparrow Surgery Center on East Michigan Avenue; a new medical office building including a freestanding Emergency Department in Meridian Township; new investment in our Community Hospitals; and new ambulatory sites reflecting the importance of outpatient care and the growing needs of our outlying areas.



Future site of the Sparrow Emergency Center Okemos.



Sparrow Emergency Center Okemos



Sparrow Hospital North Tower



Sparrow Surgery Center

# Pandemic Enters Year Two



As the COVID-19 pandemic entered its second year, Sparrow continued to mobilize as never before to protect the community and emerge as a national leader in COVID care.

Displaying the innovation and flexibility that have become hallmarks at Sparrow, caregivers not only treated thousands of COVID-positive patients but led Mid-Michigan in protecting local residents from the virus through vaccinations and testing.

Sparrow caregivers once again showed extraordinary skills and compassion as they faced surge after surge of cases; their heroism set new standards in care.

Sparrow began 2021 by unveiling COVID vaccinations for the community, first with seniors and the most vulnerable populations and later at local high schools, mobile health clinics in underserved areas, and to young people.

Sparrow used innovative ways to provide access to the vaccine and COVID testing, expanding our Sparrow Laboratories Drive-Thru Site at Frandor to include vaccines, unveiling a new digital system for users to prove their vaccine status, and holding a free community virtual town hall in which Sparrow experts responded to common questions. By the end of the year, the Frandor site alone was approaching its 250,000th COVID test, an important milestone in ensuring the health of the community.

Sparrow also established the only monoclonal infusion clinic in Mid-Michigan to reduce hospitalizations and vaccinated over 80 percent of caregivers.

Heading into an uncertain COVID future, our commitment remains strong to do everything possible to protect our patients from the virus and support our healthcare heroes, who have shown unwavering dedication and commitment.

## JANUARY

Sparrow discharges its 1,000th COVID patient.

Sparrow begins vaccines for older adults and essential workers.

## FEBRUARY

Sparrow processes 400,000th COVID-19 test in Lansing.

Sparrow ramps up monoclonal antibody treatment delivery.

Sparrow is on track to administer 100,000th dose of COVID-19 vaccine.

## APRIL

Sparrow opens Frandor site as a vaccination clinic.

Sparrow responds to third COVID-19 surge.

Sparrow launches high school vaccination initiative.

## MAY

Sparrow Hospital begins administering Pfizer vaccine to children ages 12-15.

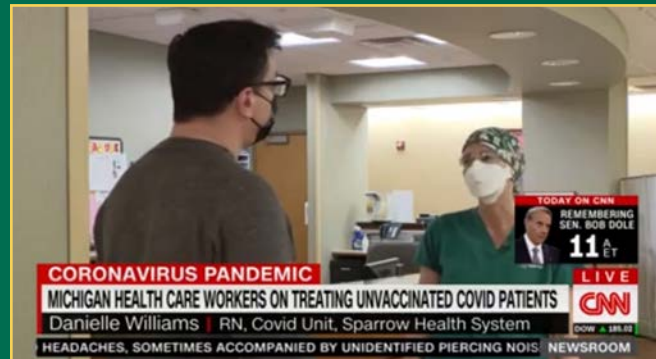
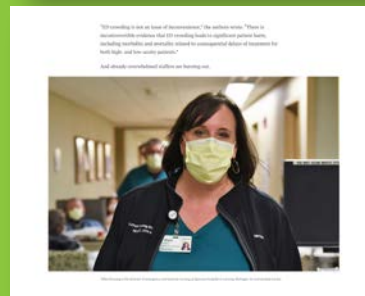
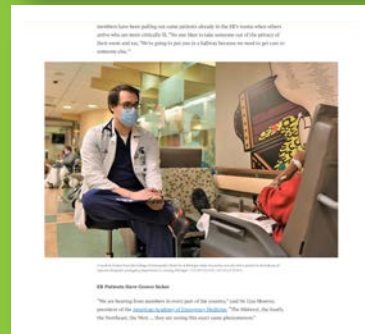
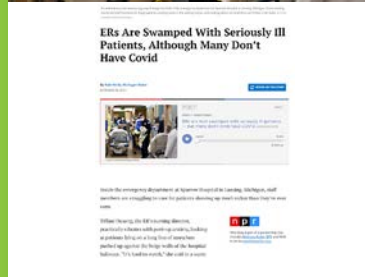
# Sparrow Through the National Lens

Sparrow established itself as a thought leader on COVID-19 in 2021 and drew media attention from national and even international outlets.

The London-based BBC World Service turned to Sparrow Health System Chief Medical and Quality Officer Karen Kent VanGorder, M.D., for updates on COVID surges in Michigan, and NBC and CNN visited our COVID units to get a first-hand account of the pandemic from our caregivers. The Sparrow Laboratories Drive-Thru Services Site at Frandor continued to draw many reporters interested in the great volumes of patients using its innovative approach to getting vaccines and testing from the comfort of their car.

Perhaps no story exemplified Sparrow care and compassion than that of a COVID-positive patient at Sparrow Specialty Hospital (SSH) who hurriedly decided to marry the love of his life after the virus made him realize the fragility of life. Media, including The Today Show on NBC, detailed how SSH caregivers quickly organized the wedding, even bringing decorations from home.

Sparrow doesn't seek headlines for our work – we are focused on our mission of improving the health of the people in our communities by providing quality, compassionate care to everyone, every time. However, we are always pleased to highlight the tireless efforts of our caregivers and the innovation that the community has come to expect.



## JUNE

Sparrow delivers 500,000th COVID-19 test in Lansing.

## AUGUST

Sparrow Mobile Health delivers COVID-19 vaccines to south Lansing communities.

## SEPTEMBER

Sparrow Health System unveils feature to digitally prove COVID-19 vaccine status.

## NOVEMBER

Sparrow begins vaccinating children ages 5-11.

Sparrow enacts emergency plans amid 4th COVID-19 surge.

## DECEMBER

Sparrow Health System and Michigan set COVID-19 hospitalization records.

Sparrow holds virtual town hall to address COVID-19 questions.

# Sparrow Herbert-Herman Cancer Center

The Sparrow Herbert-Herman Cancer Center is a nationally recognized state-of-the-art cancer center with world-class cancer care including highly skilled, board-certified physicians, cutting-edge technology, and life-saving clinical trials. It features the region's only board-certified gynecologic oncology surgeon, the area's only full-time genetic counselor, and so much more — all to bring world-class, personalized care to patients in Mid-Michigan.

The Herbert-Herman Cancer Center has been nationally recognized by the Commission on Cancer Accreditation Program since 1975 and in 2021 Sparrow Radiation Oncology was reaccredited again with the American College of Radiology Radiation Oncology Program Accreditation (ACR ROPA).

In 2021, the Sparrow Cancer Center expanded breast cancer services by adding a second board-certified breast surgeon and increased the patient volume for the Breast Cancer Multidisciplinary Program by over 30 percent. Palliative Care services were expanded with a new Oncologic Palliative Care specialist to help provide additional resources and support for patients. The Herbert-Herman Cancer Center continued to focus on community cancer screening by partnering with Care Free Medical Clinic to provide free colorectal cancer screening kits to underinsured patients. This allowed patients to send samples to the Sparrow Laboratories for free laboratory testing.



Herbert-Herman Cancer Center physicians collaborate on the newest techniques and procedures to combat cancer.

# Cardiovascular Care

Sparrow's Heart and Vascular program provides a broad range of services across Mid-Michigan to patients needing open heart, vascular, and thoracic surgeries. The Sparrow Heart and Vascular Center, a 40,000 square foot state-of-the-art facility with dedicated inpatient units, is the first facility in Mid-Michigan to offer the Angiovac - a special device used to remove clots and mass matter from a patient's heart.

In 2021, over 100 complex atrial fibrillation ablations were conducted by the Sparrow Thoracic and Cardiovascular Institute (TCI) – a record high, thanks in part to the addition of Sampath Gunda, M.D., a cardiovascular disease specialist. Other major news for Sparrow's Heart and Vascular program was the successful completion of the 600th Trans Aortic Value Replacement (TAVR) and the 400th Watchman – a minimally invasive procedure for people with Afib not caused by a heart valve problem.

In other major news, Sparrow earned the Chest Pain - MI Registry Gold Performance Achievement Award for 2021 from the American College of Cardiology, joining only 60 hospitals nationwide who have received this honor. The award recognizes Sparrow's commitment and success in achieving the highest level of care for heart attack patients.

Other highlights for Sparrow cardiovascular care include creation of the Central Telemetry Department for cardiac arrhythmia monitoring; the addition of an Interventional Radiology Suite; a renovated Electrophysiology Lab to support additional EP (electrophysiology) physicians and procedure growth; and our successful recertification as a Comprehensive Stroke Center.



Cardiologists Mohammed Qintar, M.D., (left) and Hisham Qandeel, M.D., explain how the Angiovac works. Sparrow is the first facility in Mid-Michigan to offer the state-of-the-art technology.

Interventional Radiologists Sam S. Chee, M.D., and Haiying Yu, M.D., Ph.D., stand in a room with the newest cardiovascular technology.

# Orthopedics

Sparrow Orthopedic Surgery Department, an award-winning group of leading orthopedic surgeons, was recognized by U.S. News & World Report in 2020-21 as a high performing hospital for hip replacement and was recertified in 2021 by the national Total Joint Commission for total hip and knee replacements.

“It is an exciting time for orthopedics. Orthopedic surgery is rapidly changing, as are the needs of the patients we serve. We continue to expand our services and our team of highly skilled surgeons so that we may offer patients every technology to restore function and improve their quality of life.”

– **Michael Swords, D.O.**, Sparrow Orthopedic Surgeon

In 2021, the Orthopedic Surgery Department welcomed outstanding orthopedic surgeons, adding vast experience and expertise to the team to better serve the needs of our communities. Additions to Sparrow Medical Group Orthopedics included Erich Hornbach, M.D., a hand surgery specialist, and Nicole Fratecilli, D.O., who recently completed her residency at Sparrow. Clay Dorenkamp, D.O., a specialist in orthopedic spine surgery joined the Sparrow Orthopedics Department. 2022 starts with the addition to SMG Orthopedics of Douglas Dietzel, D.O., a sports medicine orthopedic surgeon; Michael Winkelpleck, D.O., a specialist in orthopedic spine surgery; and Joseph DeWitt, D.O., a specialist in pediatric orthopedic surgery.

The Sparrow Orthopedics team continues to grow to provide care that encompasses a full range of services for our region – through SMG Orthopedics and Sports Medicine, SMG Orthopedic Trauma, and our regional SMG orthopedic practices, as well as with our partnering community surgeons.

Orthopedic surgeon Michael Tucker, D.O., performs joint replacement surgery.



# University of Michigan Health at Sparrow Children's Center

University of Michigan Health at Sparrow Children's Center provides exceptional children's healthcare close to home. This joint venture between Michigan Medicine and Sparrow Health System offers the most comprehensive range of specialty services to pediatric patients and their families in Mid-Michigan. In 2021, the Pediatric Subspecialty Clinic welcomed Pediatric Nephrology and a Nephrology nurse practitioner; Pediatric Physiatry for the Myelodysplasia Clinic; and Pediatric Urology. Pediatric Urology and Pediatric Anesthesiology services were augmented to provide additional providers from University of Michigan Health to increase services for Mid-Michigan families.

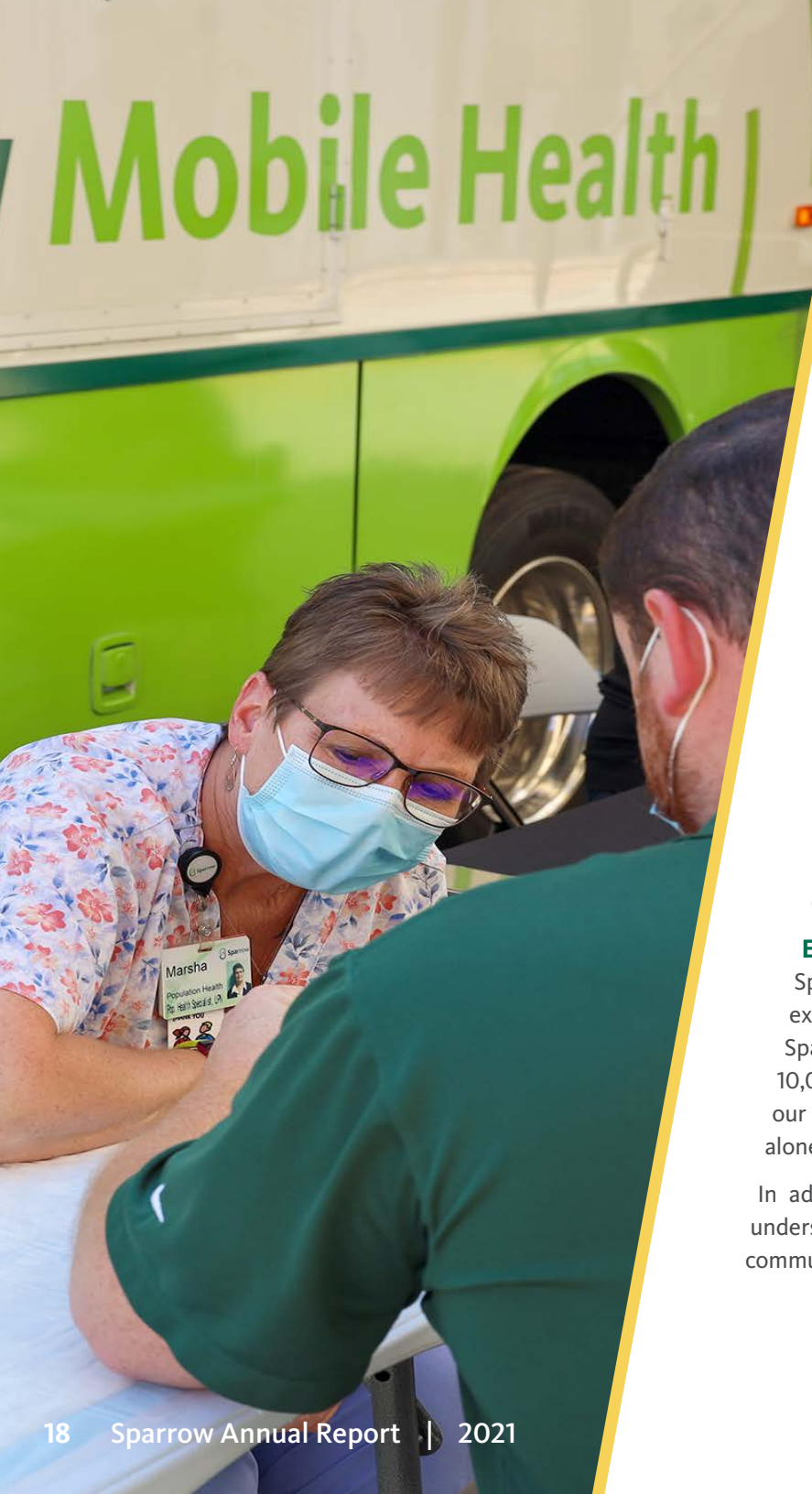
Both Sparrow Hospital Inpatient Pediatric Units and PICU received the 2021 Five-star PRC Excellence awards for scoring in the top 10% nationally for overall quality of care.

Sparrow Children's Center is home to Mid-Michigan's only Regional Neonatal Intensive Care Unit (RNICU). The RNICU is the destination for critically ill infants and premature babies who need extra support. In 2021, Sparrow introduced an innovative new communication system called EASE for our youngest patients – in the RNICU – to allow caregivers to provide updates, videos, and photos to multiple family members at a time. Using the new EASE system, families stay updated during every step of the hospital experience, and we plan to expand the system to other units.



Sparrow's Regional Neonatal Intensive Care Unit (RNICU).





## Living our Mission ►

Everyday, Sparrow lives its mission of improving the health of the people in our communities by providing quality, compassionate care to everyone, every time.

### Creating a caring environment

Facing a visit or extended stay in the hospital can be a worrisome time for patients and their loved ones. The needs of our patients are our highest priority and we are working to ease the experience by providing care in a safe and welcoming environment. Our dedication and efforts are reflected in nationally recognized patient experience scores.

### Helping our community in times of need

Throughout our more than 120 sites of care, we supported our patients in 2021 by providing more than \$75 million in financial assistance and charity care. Our care extends beyond the four walls of our hospitals. Sparrow was the recipient of a \$230,000 grant to address food insecurity among pregnant women. For those encountering barriers to healthy food and other challenges, the program provides monthly food boxes, cooking appliances and supplies, nutrition education, and other social support services.

### Expanding access to care closer to home

Sparrow used innovative approaches to care in 2021, leveraging the latest in technology and medical expertise, and broadening our reach to meet the varying needs of patient. In the past two years, Sparrow increased access to primary care by onboarding 23 new providers and scheduling more than 10,000 new patients. We continued to be a leader in COVID testing and vaccine distribution through our Sparrow Laboratories Drive-Thru Services Site at Frandor, which processed 135,705 COVID tests alone throughout the year.

In addition, Sparrow's state-of-the-art Mobile Health Clinic completed 38 site visits within medical underserved areas in five counties. Along with providing primary care services, flu shots, and referrals to community resources, the Mobile Health Clinic administered over 200 COVID vaccines in 2021.

## Diversity, Equity, Inclusion, and Belonging ►



At Sparrow, we strive every day to be a place of healing where everyone feels like they belong – because everyone does.

Through our Diversity, Equity, Inclusion, and Belonging Department, Sparrow uses evidence-based practices and cultural competency training to ensure that the differences among our patients, caregivers, and the communities we serve are recognized and respected.

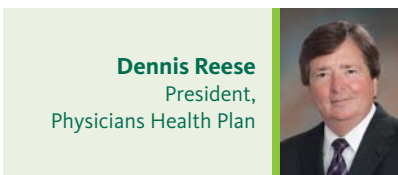
In 2021, a Diversity, Equity, and Inclusion Steering Committee was created to develop a yearly plan to improve and maintain a respectful and welcoming environment. In addition, Sparrow held 12 town halls with caregivers to give everyone a voice and be heard so Sparrow can identify ways to improve and eliminate institutional biases.

Sparrow also launched our DEI Professional Development Cohort to support the internal future promotion and retention of racially diverse professionals seeking leadership opportunities. Fourteen caregivers are among the first cohort.

These are just some of the initial steps in a long-term plan to leverage diversity, promote inclusion, and create and maintain an environment where all caregivers feel valued and respected every day.

# PHP Forward: Growth through Challenges

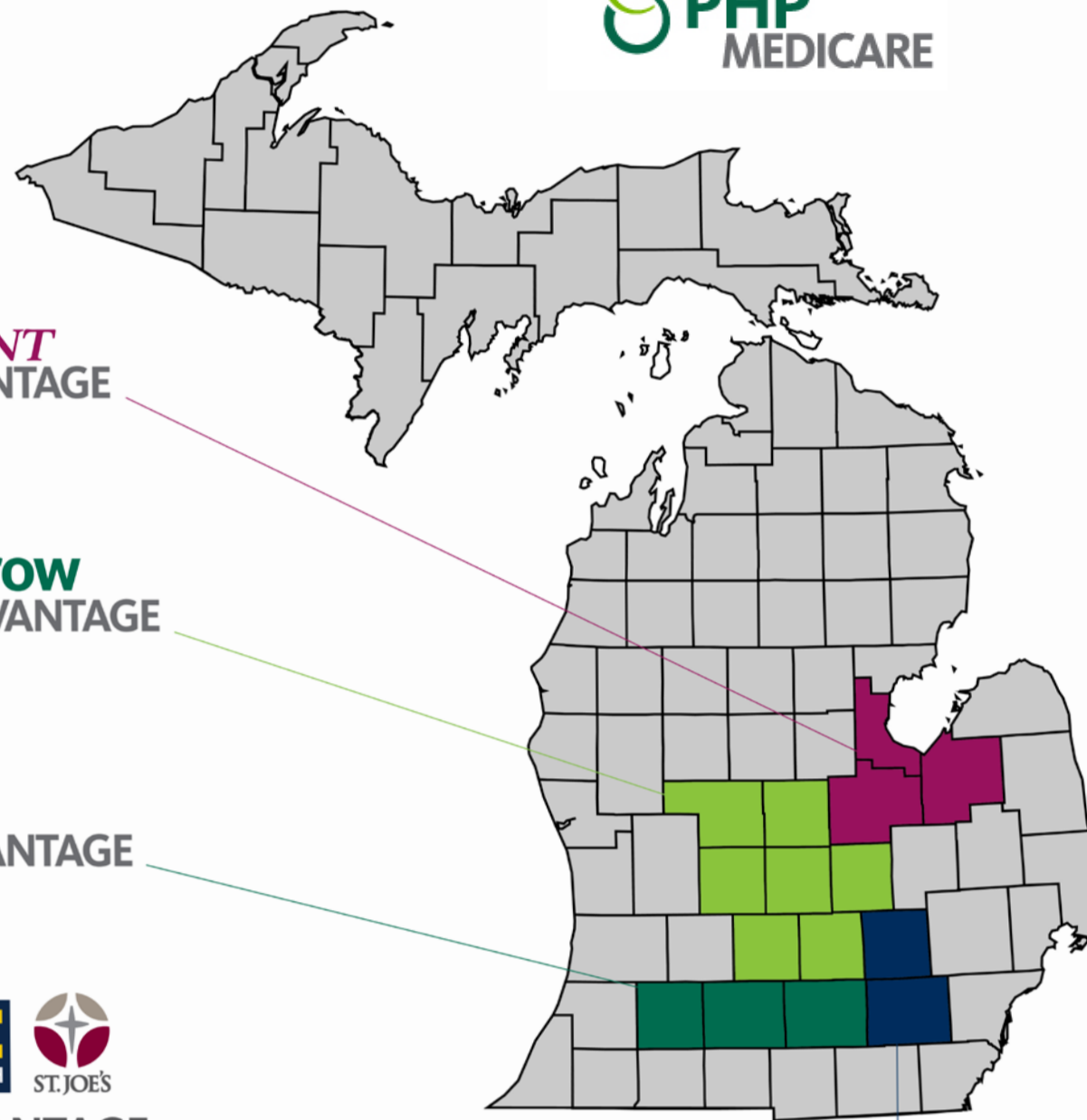
Continuing to respond to the COVID-19 pandemic, Physicians Health Plan (PHP) removed barriers and increased access to essential healthcare services for all members. PHP led the industry in providing the most generous waiver of member cost share for COVID-19 vaccination, testing, and treatment throughout 2021. \$0 member cost share extended to telehealth services, including primary care provider and specialist visits, urgent care, and behavioral health services.



**Dennis Reese**  
President,  
Physicians Health Plan

Despite the unrelenting challenge, PHP secured key partnerships for strategic growth within and beyond Mid-Michigan for both Medicare and commercial products. PHP Medicare (HMO-POS) earned success on three fronts: plan quality, service area expansion, and provider network growth. The Centers for Medicare & Medicaid Services (CMS) awarded PHP Medicare 4.5 Stars (out of 5) for its first Star Rating, achieving one of the highest quality ratings by a locally-owned and community-based health plan. During 2021, PHP Medicare finalized expansion plans into three new counties – Jackson, Livingston, and Washtenaw, which included the addition of U-M Health + St. Joe's Advantage plan in latter two counties. Supporting expansion efforts was the growth of the PHP Medicare provider network. Agreements were finalized with Trinity/Saint Joseph Mercy Health System and McAuley Health Partners, which are now in-network for all PHP Medicare members, and new supplemental partners Delta Dental and EyeMed provide enhanced choice and access for dental and vision services, respectively.

PHP and Covenant HealthCare completed its minority ownership agreement. In addition, PHP launched Covenant Select for the employers of Covenant HealthCare and gained nearly 1,000 new members.



Plan Year 2022 Service Area

## PHP 2021 Accomplishments

### Covenant HealthCare Partnership

- » Covenant HealthCare finalized 10 percent ownership agreement with PHP.
- » Announced Covenant Select, a PHP health plan designed exclusively for Covenant HealthCare employees.

### PHP Medicare Earns Medicare Advantage Quality Rating of 4.5 Stars

- » Earned a Medicare Advantage quality rating of 4.5 Stars (out of 5) from the Centers for Medicare & Medicaid Services (CMS).
- » In addition, of the 30 clinical health measures evaluated by CMS for the Star Rating, PHP achieved 4 or more stars in 26.
- » 4.5 Stars demonstrates high quality by a locally owned and community-based health plan.

### PHP's Medicare Advantage initiative adds new plan, three counties\*

- » Launched U-M Health + St. Joe's Advantage plan in Livingston and Washtenaw counties.
- » Expanded the PHP Advantage plan to Jackson County.
- » Gained 1,800 new members during the Annual Enrollment Period Nov. 15-Dec. 7, 2021.
- » Serving more than 7,000 members across 15 counties.

### PHP Medicare continues to forge strong partnerships\*

- » Trinity Health/Saint Joseph Mercy Health System and McAuley Health Partners joined the PHP Medicare provider network, which added five hospitals and more than 800 providers.
- » Finalized partnership with Delta Dental and EyeMed for enhanced PHP Medicare member dental and vision benefits, respectively.

### COVID-19 Pandemic Support for Members

- » Led the industry in the waiver of member cost share for COVID-19 vaccination, testing, treatment, and telehealth.

\*Effective Jan. 1, 2022

# Sparrow Medical Group

Sparrow Medical Group Carson City Family Practitioner Tan Li, D.O., takes time to help a young patient understand how an otoscope works.



**Douglas Edema, M.D.,  
MPA, FACHE**  
President,  
Sparrow Medical Group  
Sparrow Care Network



Sparrow Medical Group caregivers provided unprecedented dedication and support to the health and well-being of our patients in 2021. They were a driving force in delivering new opportunities for inpatient access and physician care for our community.

In 2021, Sparrow set a goal of vastly increasing patient access to primary care services, an important tool in improving the health and wellness of the community and keeping care close to home. We are now averaging 900 new patients per month. SMG continues to add highly skilled specialists and subspecialists in the areas of cardiology, orthopedic surgery, general and breast surgery, maternal fetal medicine, pediatrics, and gynecological oncology, among others.

SMG also continues to grow and improve access to care throughout the region with the move of SMG Portland to a larger location and SMG Pottersville becoming a rural health clinic. SMG Greenville, Muir, Stanton, and Carson City OB/GYN were recertified as rural health clinics. SMG also had numerous practices designated as Patient Centered Medical Homes by Blue Cross Blue Shield of Michigan.

SMG will continue to expand our services to meet the needs of our patients and our communities.

» Scheduled **10,800 new patients** through our new patient scheduling department, an average of **900 per month**.

» Increased annual primary care appointment slots from **378,000 to 389,845**.

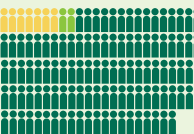


» Urgent Care locations saw over 62,000 patients.

» Conducted over 1,500 E-Visits within primary and specialty care practices.



» Hired **122 new providers** (including **8 primary care physicians** and **2 primary care advanced practice providers**).



» Opened SMG Gynecologic Oncology, Maternal Fetal Medicine, and Acute Post Discharge Clinics.

» Expanded SMG Portland, SMG Pottersville, and SMG East Lansing.





## Sparrow Hospital

During the pandemic, Sparrow Hospital in Lansing has been the epicenter of Sparrow Health System's treatment of COVID-19 patients and continues to gain worldwide attention for its innovative and extraordinary care. During this time, Sparrow has quickly converted units to address the needs of COVID-positive patients, created Lavendar Rooms (relaxation areas to provide relief for hardworking caregivers), adjusted the inpatient visitation policy to allow loved ones to visit COVID patients, and more. Working together with extraordinary community partners, the hospital demonstrated that our shared expertise and compassion could overcome even the greatest of health obstacles.

Sparrow Hospital continued to stay attentive to our commitment to the community to be innovative and improve patient care with the announcement

of major additions to the hospital in the next few years, including a North Tower with all-private patient rooms and expanded Emergency Department space. The projects will ensure that Sparrow and its highly skilled physicians continue to practice leading-edge medicine, keeping care close to home.

Sparrow Hospital remains the area's only Level 1 Trauma Center and is committed to improving access and quality of care for Lansing and surrounding communities. The hospital has been a cornerstone of the Michigan Avenue corridor in Lansing for over 100 years and will never waver in its commitment to the region.

# COMMUNITY HOSPITALS



## Sparrow Carson Hospital

Amidst another challenging year in healthcare, Sparrow Carson remained a strong community partner, and continued to provide exceptional patient care, just as it has for 85 years.

The hospital worked diligently, cross-training caregivers from within the hospital and its Sparrow Medical Group practices in preparation of COVID surges. And Sparrow Carson began taking patient transfers from across the Sparrow Health System in an effort to aid in bed shortages.

Sparrow Carson held numerous COVID-19 vaccine clinics for caregivers and community members to ensure anyone who wanted a vaccine had access to receive one. The hospital also established a COVID-19 Antibody Infusion Treatment Clinic to further support the health of the community.

Sparrow Carson's inpatient pharmacy received a complete remodel, bringing it up to new standards, and further providing the highest standards in safety for caregivers. And the Emergency Department, with support from the Sparrow Carson Foundation, was able to renovate the pediatric rooms in the department. The rooms received a fresh coat of paint, new chairs, and most noticeably, a search-and-find wall to help occupy children's attention as they await testing results and services.



Mark Brisboe  
President,  
Sparrow Carson Hospital



## Sparrow Clinton Hospital

Sparrow Clinton Hospital caregivers met the challenges of pandemic recovery in 2021, remaining responsive to the ever-changing needs of our patient community and continuing to safely provide quality, compassionate care.

2021 was a year of recognition for our outstanding caregivers. Sparrow Clinton Hospital promoted Mariah Hesse, BSN, RN, CENP, to the position of Chief Nursing Officer. Patients honored DAISY Award recipient Melanie Kotowicz, BSN, RN, and presented the DAISY Team Award to Surgical Services caregivers for their compassionate care. Sparrow Clinton nurses named Angie Hufnagel, BSN, RN, as Clinton Nurse of the Year. Speak Up Award recipients included Cynthia Bush, BSN, RN, and Leticia Riley, BSN, RN, who were honored for patient advocacy, and the SCH Infusion/Oncology nurses for their impact on patient safety across the health system with revision of medication labels. Infusion/Oncology nurses also received the Pay It Forward Award from the local *More To Your Door* magazine, based on a patient letter of recommendation for their exceptional care.

Despite pandemic disruptions, Sparrow Clinton earned numerous accreditations and accolades. With teamwork, dedication, and commitment, Sparrow Clinton caregivers completed a highly successful tri-annual survey by The Joint Commission (TJC), achieving hospital accreditation until October 2025. TJC also awarded Medication Compounding Certification to Sparrow Clinton Pharmacy, and designated Sparrow Medical Group St. Johns as a Primary Care Medical Home. Sparrow Clinton Radiology gained accreditation from the American College of Radiology for breast ultrasound and ultrasound-guided biopsy; and the Clinton Sleep program became accredited by the American Academy of Sleep Medicine. In addition, the hospital received two awards from Professional Research Consultants, Inc., based on exceptional patient satisfaction scores: a 5-Star Award for Overall Hospital Rating and a 4-Star Award in the Emergency Department for Overall Quality of Care.

**Beth Daugherty**  
President,  
Sparrow Clinton Hospital



## Sparrow Eaton Hospital

Sparrow Eaton Hospital was steadfast in serving our community in 2021 safely and proudly as it has always done. Caregivers responded by administering vaccines, performing innumerable tests, delivering excellent care across all of our departments, and building our ability to offer more care locally.

Despite the uncertainty of 2021, Sparrow Eaton Hospital experienced unprecedented growth: growth in service to the region, growth in jobs for our community, growth in practitioners to support quality, and ultimately growth in grace for each other as we faced challenges both individually and collectively.

We saw a dramatic increase in our average daily patient census, inpatient surgical cases, billed lab tests, radiologic procedures (specifically ultrasound, MRI, and nuclear medicine), respiratory services, and breast health services. Improvements occurred across our community hospital – decreasing patient wait times in our lab, increasing patient satisfaction ratings in

**Helen Johnson, FACHE**  
President,  
Sparrow Eaton Hospital



our Emergency Department and gaining designations for our patient-centered, rural service in family practice. New offerings and capabilities were seen in the opening of an occupational health clinic from our Sparrow Eaton Urgent Care, the addition of numerous providers (ranging from primary care to orthopedics) and the donation and purchase of new equipment, including a breast biopsy imaging system, a second general ultrasound machine and new Echo pediatric probe.

Helen Johnson completed her first year as president of Sparrow Eaton, setting a fast-paced tone of exciting endeavors including grassroots conversations with caregivers, increased community engagement, and goal-setting for an extraordinary 2022.



## Sparrow Ionia Hospital

Sparrow Ionia Hospital received a four-star rating from the Centers for Medicare and Medicaid Services for our Medical/Surgical Unit. The hospital complies with the highest national standards for safety and quality of care and successfully completed two Joint Commission surveys in 2021. Other highlights included growth in service areas such as Neurosurgery, Orthopedics, Rehabilitation, and Urology.

In 2021, Sparrow Ionia Hospital opened a new, expansive family practice for Sparrow Medical Group Portland. As a commitment to better serve the community locally, Sparrow Medical Group added a family care physician, an Advanced Practice Provider and an additional OB/GYN physician to its team of providers.



Sparrow Medical Group Portland ribbon cutting ceremony.

**Linda Reetz**  
President,  
Sparrow Ionia Hospital



Sparrow Ionia Hospital expanded community outreach through the implementation of a school nurse in partnership with Ionia Public Schools, and athletic trainers and orthopedic surgeons at Ionia and Portland High School home football games.

Amid pandemic disruptions, Sparrow Health System caregivers recognized Rosa Martinez, Sparrow Ionia patient access specialist, as she was awarded the Outstanding Latino Caregiver Award by Sparrow Health System. All nominees were assessed based on making a significant difference in patients' lives, exceeding expectations, and demonstrating professionalism.



## Sparrow Specialty Hospital

Sparrow Specialty Hospital continues to have top decile rankings in Patient Experience and seeks opportunities to meet the unique needs of our patients, even hosting a wedding for a patient.

Sparrow Specialty Hospital caregivers were recognized for raising over \$5,000 for the "Care for the Caregivers" Fund through the Sparrow Foundation.

Sparrow Specialty Hospital continues to seek out opportunities for enhancing quality care through piloting programs such as C-Difficile Algorithm, extended IV alternative option (LeaderFlex), and external female catheters. In addition, the hospital scores high for quality



Sparrow Specialty Hospital's elevators served as the backdrop for the wedding of a patient and his longtime love.

**Tina Gross**  
President,  
Sparrow Specialty Hospital



with Barcode Administration and Sepsis Screening at 99 percent. The SSH Central Line Associated Blood Stream Infection (CLABSI) quality improvement project was submitted for publication in collaboration with Sparrow Health System's Infection Prevention Department.

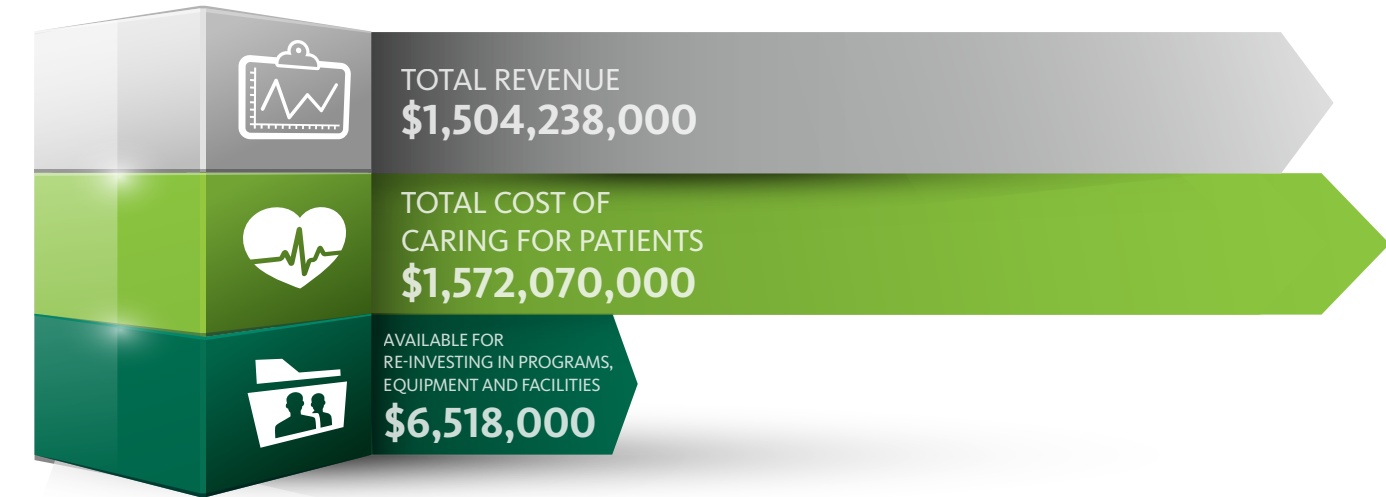
Tina M. Gross, MSN, BAS, RN, SANE, was named President/Chief Nursing Officer of Sparrow Specialty Hospital. Tina succeeded Lou Little, who recently retired. She's been an integral part of the SSH team since 2005 and has taken on expanded leadership roles over the years.

# Strength in Value

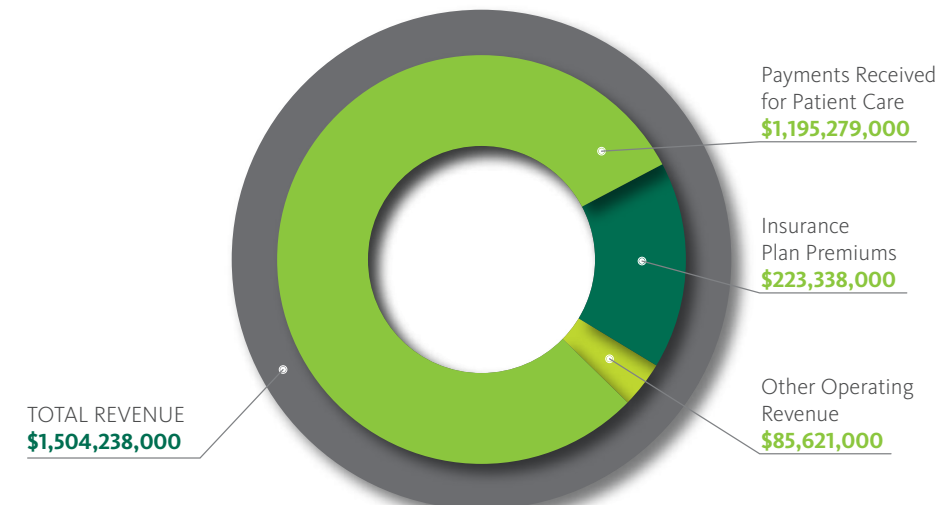


As the region's largest private employer, Sparrow has a huge impact on the pocketbooks and incomes of people throughout Mid-Michigan, and in financially supporting numerous community initiatives. Despite the continuing impact of the pandemic, Sparrow remains committed to care affordability and achieving efficiencies while striving for better patient outcomes. While we now operate under a new norm of care delivery, our goal to reinvest in our caregivers, technology and facilities has stayed the same. Sparrow looks forward to serving Mid-Michigan residents for generations to come.

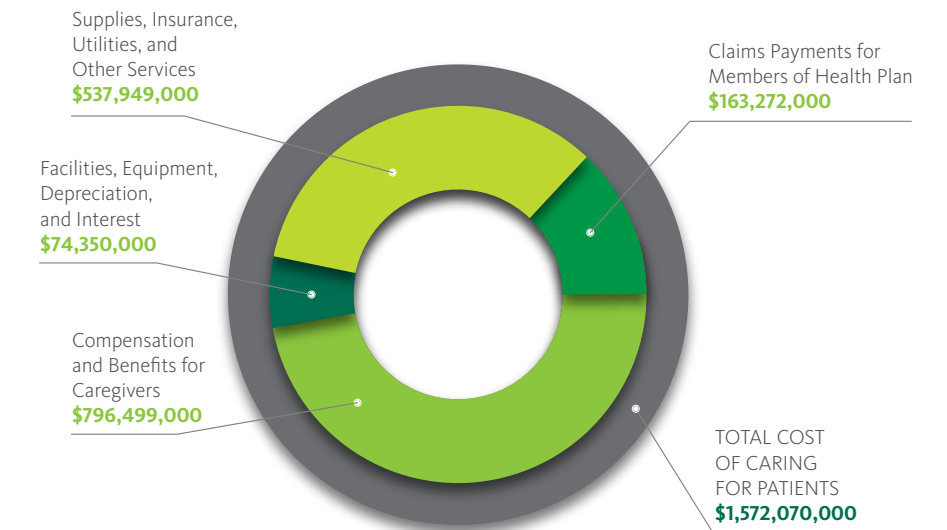
## 2021 Financial Performance Summary



## 2021 Total Revenue



## 2021 Total Expenses





# Strength in Excellence

Sparrow Health System and our communities have received numerous state and national recognitions for high-quality and patient-centric care. The following acknowledgments validate the meticulous and conscientious work Sparrow caregivers do on behalf of the people served throughout Sparrow's many hospitals and facilities.



## Sparrow Health System/Hospital

### Sparrow Founders' Award

Charles and Lexcie Blockett of Lansing were recognized with the Sparrow Founders' Award. The award is the health system's highest recognition and is given to a volunteer, community member, or retired caregiver who has made a positive impact on the health of Mid-Michigan.

### ACR Breast Center of Excellence

The Sparrow Professional Building Breast Imaging Center was designated as an American College of Radiology Breast Center of Excellence.

### American College of Cardiology

Sparrow received the American College of Cardiology's NCDR Chest Pain – MI Registry Gold Performance Achievement Award, one of only 60 hospitals nationwide to receive the honor. The award recognizes Sparrow's commitment and success in implementing a higher standard of care for heart attack and signifies that Sparrow has reached an aggressive goal of treating patients to the levels of care outlined by the American College of Cardiology/American Heart Association.

### American College of Radiology

American College of Radiology granted accreditation for all modalities (PET, US, CT, MRI, Mammography) to Sparrow Hospital in Lansing, Sparrow Health Center Lansing, and Sparrow Okemos medical building.

### American Heart Association/American Stroke Association

The Sparrow Comprehensive Stroke Center continues to be recognized by the American Heart Association and American Stroke Association

with a Get with the Guidelines-Stroke Gold Plus achievement award and a AHA/ASA Target: Stroke Honor Roll Elite.

Sparrow's diabetes program was recognized by the American Heart Association/American Stroke Association with a Get with the Guidelines® Target: Type 2 Diabetes Honor Roll award.

### Blue Cross Blue Shield of Michigan

Sparrow Hospital was designated as a Cardiac Center of Excellence by Blue Cross Blue Shield of Michigan and a Blue Distinction Center for Cardiac Surgery by the Blue Cross and Blue Shield Association.

### Caregiver Spotlight – Sparrow Hospital 2021

- » **Sara Detlor**, physical therapist with Sparrow's Acute Care Rehabilitation Services (January)
- » **Rockey Phillips**, Facilities Management (February)
- » **Jennifer Parsons**, driver/courier for Sparrow Pharmacy Plus (March)
- » **Kara Follick**, patient care technician on Sparrow Hospital's Float Team (May)
- » **Michelle Nugent, RN**, Sparrow Ionia Hospital (April)
- » **Rachel Higgins**, Inpatient Rehab scheduling specialist (June)
- » **Marci Stier, RN**, Mary Free Bed at Sparrow (July)
- » **Jennifer "JJ" Brandt, RN**, Sparrow Hospital (August)
- » **Hovita Smith, RN**, Sparrow St. Lawrence Outpatient Surgery (September)
- » **Kayla Brooke, RN**, Sparrow Hospital (October)

## AWARDS 2021

- » **Lorie Thaler, RN**, SMG Family Residency Mason (November)
- » **Allison Ulstad, RN**, clinical coordinator, Sparrow Medical Group Urology (December)

### DAISY Awards

**Catherine Velaquez, RN**, was honored with the Sparrow Hospital DAISY Award for the extraordinary care she provided to a patient who was facing the end of his life and wanted to be baptized.



Sparrow Hospital nurse **Catherine Velaquez** (center) displays her DAISY award for outstanding nursing. She's joined by Unit Manager **Leslie Rush** (left) and Chief Nursing Officer **Amy Brown** (right).

### FCC Grant

Sparrow was awarded a \$586,000 federal grant to purchase telehealth equipment, primarily aimed at expanding patient access and timely care for areas served by our Community Hospitals.

### Healthgrades

Sparrow received national recognition for joint replacement, pulmonary care, and stroke care in the 2021 Specialty Excellence Awards sponsored by Healthgrades.

**Leapfrog**

Sparrow Hospital received an “A” for patient safety on both the spring and fall 2021 Leapfrog Group scorecards, reflecting the hospital’s commitment to quality and safety, and meeting the needs of every patient, every time.



**Level 1 Trauma Center**

Sparrow Hospital is the only Level 1 Trauma Center in the region as verified by the American College of Surgeons. The ACS originally named Sparrow’s Trauma Center a “Verified” facility in 1998.

**Michigan Hospital Association Keystone Center Speak Up! Award**

The Michigan Health & Hospital Association (MHA) Keystone Center honored Sparrow Hospital Emergency Department nurse **Jennifer Brandt, RN, EMTP**, its quarterly MHA Keystone Center Speak Up! Award.



Sparrow Hospital Emergency Department nurse **Jennifer Brandt, RN, EMTP**, pictured with Sparrow Health System President and CEO **James F. Dover, FACHE**.

**MySparrow**

Thanks to a new campaign, Sparrow had over 350,000 patients with a MySparrow account by the end of 2021, exceeding the entire population of Ingham County.

**Michigan Bariatric Surgery Collaborative**

The Michigan Bariatric Surgery Collaborative recognized Sparrow Bariatrics as having one of the lowest opioid usage rates following bariatric surgery in the State of Michigan: 3.2% compared with the state average of 53.1%.

**Michigan Pharmacists Association – Pharmacist of the Year**

Sparrow Pharmacy leader **Margaret A. (Peggy) Malovrh** received the Michigan Pharmacists Association’s prestigious Pharmacist of the Year Award.



**National Association of Occupational Health Professionals**

Sparrow’s Occupational Health Department was recognized by the National Association of Occupational Health Professionals for its role in managing employer COVID-19 testing programs.

**Newsweek – “World’s Best Hospitals**

Sparrow ranked #5 on one of Newsweek’s lists of “World’s Best Hospitals” for 2021. Sparrow also ranked among six Michigan hospitals for infection prevention.

**Nurse of the Year**

For the first time, every nurse at Sparrow Hospital in Lansing received a Nurse of the Year award as a result of their incredible work during the pandemic.

**Physician of the Year**

Sparrow recognized **Christopher Herald, M.D.**, as the 2021 Physician of the Year. He was born at Carson City Hospital, the son and grandson of Carson nurses, and now leads the Emergency Department at Sparrow Carson Hospital.



**Professional Research Consultants, Inc.**

Sparrow Hospital Patient Experience Coordinator **Elizabeth Butz** received the 2021 Healthcare Leadership Award from Professional Research Consultants Inc.



Sparrow Hospital’s Inpatient Pediatrics Unit and the Sparrow Hospital Pediatric Intensive Care Unit both received 5-star designations as Top Decile Performers in “Overall Quality of Care” in 2021.

Sparrow Hospital’s Endoscopy Department received 5-star designation as a Top Decile Performer for “Overall Facility Rating” in 2021.

**Sparrow Radiology**

A Magnetic Resonance Safety Officer in MRI was added at Sparrow Hospital.

The first digital PET/CT scanner in the state was introduced at Sparrow Hospital.

**The Joint Commission**

Sparrow is accredited by The Joint Commission (TJC) and complies with the highest national standards for safety and quality of care.

The Sparrow Comprehensive Stroke Center has been certified by The Joint Commission as a Comprehensive Stroke Center since 2012.

The Sparrow Total Joint Replacement Program has been accredited by The Joint Commission for 10 consecutive years.

**U.S. News & World Report**

Sparrow Hospital was recognized as a Best Hospital for 2020-21 by U.S. News & World Report. Sparrow earned a “Best Regional Hospitals” award badge and three “High Performing Hospitals” award emblems, for Congestive Heart Failure, Chronic Obstructive Pulmonary Disease (COPD), and hip replacement.

**Virtual Men’s Health Clinic**

Sparrow created a Virtual Men’s Health Clinic in 2021, providing an access point for men dealing with urological issues. Twenty men were connected to Sparrow’s urology clinic in the first month.

**Vituity Culture of Caring Award**

**Farashin Silevany, D.O.**, Sparrow Hospital internal medicine physician, was recognized with the Vituity Culture of Caring Award for going above and beyond to do what is right for the patient and their family. Vituity is a national leader in acute care management and oversees Sparrow’s Hospitalists program.



**Mary Free Bed at Sparrow**

**Commission on Accreditation of Rehabilitation Facilities (CARF)**

Mary Free Bed at Sparrow is accredited by the Commission on Accreditation of Rehabilitation Facilities.

**Professional Research Consultants, Inc.**

Mary Free Bed at Sparrow was recognized for the third consecutive year as the “Top Performer” in the Nation for Overall Quality of Care for Inpatient Rehabilitation as recognized by Professional Research Consultants, Inc.

**Physicians Health Plan (PHP)**

**U.S. Centers for Medicare & Medicaid Services**

Physicians Health Plan (PHP), a subsidiary of Sparrow Health System, received a Medicare Advantage Quality Rating of 4.5 Stars (out of 5). The rating means that members enrolled in PHP’s Medicare Advantage plans — **PHP Advantage, Sparrow Advantage, Covenant Advantage, and U-M Health + St. Joe’s Advantage** — have access to high quality Medicare Advantage plans offered by a locally-owned and community-based health plan.

**Medical Education & Research**

**Medical Education**

- » **Ridge Boedeker** was promoted to Manager of Undergraduate Medical Education/Clinical Education Specialist.
- » Annual Program Evaluations (APEs) were conducted for all (25) training programs.
- » Medical Residents provided additional, emergent support in the ICU by delivering care to Sparrow’s sickest patients throughout the COVID pandemic.
- » Five Resident/Fellow Enrichment events were held.
- » Michigan State University College of Osteopathic Medicine class of 2021 graduated in May.
  - » Six base students matched into Sparrow residency programs.
- » Onboarded interns; processed and organized new licenses, contracts, and reimbursements.
- » Graduate Medical Education Annual Institutional Review published and presented.
- » Code Airway process revision.
- » Failure to Rescue process improvement.
- » COVID Intensive Clinical Unit (ICU) staffing for surge with:
  - » Family Medicine, Emergency Medicine, and Internal Medicine Residents’ staffing/ moonlighting at Sparrow St. Lawrence campus.
  - » Organization of COVID vaccinations for residents, fellows and students.
  - » Onboarded medical student volunteers to assist with new COVID vaccination clinics.

- » St. Lawrence 3A Code Blue process.
- » Advancement of Accreditation Council for Graduate Medical Education (ACGME) Accreditation to Continued Accreditation, Obstetrics/Gynecology Residency.
- » Accreditation Council for Graduate Medical Education (ACGME) Clinical Learning Environment Review (CLER) visit.
- » Worked with McLaren on the Intern and Resident Information System (IRIS) for the Centers of Medicare & Medicaid Services (CMS).
- » Successfully moved to the Concur app for 274 residents.
- » Obtained 100% compliance on flu shots for residents.
- » Obtained 100% compliance on Learning Management System (LMS) modules for residents.

**Continuing Medical Education (CME)**

- » Over 375 CME sessions held with over 6,759 participants attending.
- » Received approval for Michigan State Medical Society (MSMS) pre-application for accreditation.

**Nursing Practice and Education Team Accomplishments**

- » Implementation of new Clinical Escalation Policy to improve communication between providers and nursing related to identifying and escalating clinical events.
- » Our team organized and orchestrated a Nursing Skills fair for approximately 800 nurses focusing on various skills and priority topics to improve competency and enhance patient safety.

- » Developed a PCT trainee program for current employees of the hospital to transition to the PCT role to help increase PCT staffing.

**Individual Accomplishments**

- » **Catherine Brennan** assisted in the implementation of the Johns Hopkins Fall Risk Assessment tool as a more comprehensive evidence-based safety initiative to better identify and manage fall prevention interventions.
- » **Allison Burns** and **Jennifer Vincent** developed a Mary Free Bed-specific skin and wound education program to meet CARF accreditation criteria.
- » **Cynthia Dupuis** renewed her CCRN certification and also completed her Emergency Neurological Life Support (ENLS) certification course. She dedicates the completion of her ENLS course to MaryLou Mitchell (the late stroke team coordinator) as MaryLou inspired her to continue the course to its completion.
- » **Cathy Ward** was given the Speak Up Award for identifying an order set error with Levophed titration ranges, which was promptly corrected as a result.
- » **Ashley Meyers** was recognized by Michigan State University for the “Distinguished Alumni Award.”
- » **Miranda Stoneman** gained her board certification as a holistic nurse (HN-BC), renewed her Obstetrics and Electronic Fetal Monitoring certification, and renewed her instructor certification for Basic Life Support and Neonatal Resuscitation Program.
- » **Mary Kisting** co-authored an article in the Journal of Pediatric Nursing, “Implementation of a protocol: Dexmedetomidine for use in long-term procedural sedation in non-intubated pediatric patients.”

**Research**

- » More than 156 clinical trials conducted.
- » Pursued COVID-19 treatment and vaccine studies.
  - » First in the world enrollment for one study
  - » First in the U.S. for another study in December
- » Two new Cardiology studies and one COVID treatment study in process.
- » Pursuing more Cardiology device studies as well as two Pediatric Endocrinology studies.
- » Successfully completed work with Supply Chain and catheterization lab to allow investigational device study to proceed.

**Health Sciences Library**

- » A new Health Sciences Library portal, **sparrow.ovidds.com**, rolled out as Intranet and Internet Library Web pages.
- » Provided well over 173 literature searches and over 518 journal articles/book chapters to support literature searches and general requests.
- » Ongoing work with the Heritage Project, which includes:
  - » Adding content to CONTENTdm.
  - » Testing the online interface for the digital timeline and Story Stations for the future Sparrow Heritage Hall.

**Departments**

- » Neurology
  - » **Jayne Ward, D.O.** appointed to the Accreditation Council for Graduate Medical Education (ACGME) Board.

- » Eighteen faculty, fellows and residents submitted scholarly activities.
- » Surgery
  - » Approximately 61 presentations, case reports and publications completed.

**Sparrow Herbert-Herman Cancer Center**

**American College of Radiology**

Radiation Oncology Services at Herbert-Herman Cancer Center received a three-year accreditation from the American College of Radiology.

**American College of Surgeons**

Sparrow Herbert-Herman Cancer Center continued its Commission on Cancer program accreditation from the American College of Surgeons.

Medical Oncology continued to be accredited through the Quality Oncology Practice Initiative (QOPI).

The multi-disciplinary Breast Clinic continues to be accredited with the National Accreditation Program for Breast Centers.

**Sparrow Medical Group**

**Blue Cross Blue Shield of Michigan Patient Centered Medical Homes**

The following Sparrow Medical Group primary care practices were designated Patient Centered Medical Homes (PCMH) by Blue Cross Blue Shield of Michigan:

- » SMG Ashley
- » SMG Charlotte Family Med 111
- » SMG Charlotte Family Med 123
- » SMG Charlotte Family Medicine
- » SMG Charlotte IM / Pediatrics
- » SMG DeWitt
- » SMG Eastside
- » SMG Eaton Rapids Family Medicine
- » SMG Fowler
- » SMG Greenville
- » SMG Holt
- » SMG Ionia
- » SMG Ithaca
- » SMG Lansing
- » SMG Lansing Internal Medicine
- » SMG Mason
- » SMG Muir
- » SMG North
- » SMG Okemos
- » SMG Portland
- » SMG Potterville
- » SMG Saranac
- » SMG St. Johns
- » SMG West
- » SMG Williamston
- » Sparrow Family Medicine Residency Central
- » Sparrow Family Medicine Residency Mason

**Centers for Medicare and Medicaid Services (CMS)**

Sparrow Medical Group (SMG) – Potterville received initial certification as a Medicare and/or Medical Rural Health Clinic (RHC). SMG Greenville, SMG Muir, SMG Stanton and SMG OB/GYN Carson City received RHC recertification.

**Sparrow Thoracic and Cardiovascular Insitute**

Established a New Cardiac MRI Program with the addition of **Christopher Hanson, M.D.**

Expanded Sparrow Structural Heart Program new groundbreaking procedures with the addition of **Mohammed Qintar, M.D.**

Convergent AF ablation was introduced: partnered with cardiac surgery team to provide a hybrid (Surgical+Catheter based) AF ablation approach for patients with long persistent atrial fibrillation (Championed by **Ali Sheikh, D.O., Hisham Qandeel, M.D.,** and **Kirill Zakharov, D.O.**).

Conduction system pacing was implemented, allowing a more 'natural' way to activate the heart, with the addition of **Sampath Gunda, M.D.**

Received accreditation from Intersocietal Accreditation Commission in Nuclear/PET.

**CV Surgery**

Established/advanced Robotic Thoracic surgical operations, rib plating procedures, and minimally invasive anti-arrhythmic surgery, with the addition of cardiothoracic surgeons **Hisham Qandeel, M.D.,** and **Kirill Zakharov, D.O.**

**Interventional Radiology**

The Interventional Radiology team is now performing Y90 radioembolization for treatment of liver cancer and the TIPS (Transjugular Intrahepatic Portal Shunt) procedure, which is a treatment for refractory ascites and variceal hemorrhage with the addition of **Giordano Mitchell, M.D.**

**Sparrow Carson Hospital**

**College of American Pathologists**

Sparrow Carson Hospital Laboratory was recognized by the Accreditation Committee of the College of American Pathologists for its excellent lab services.

**Caregivers of the Quarter**

- » **Megan Obermiller**, Pharmacy Tech
- » **Phyllis Gage**, Patient Access
- » **Barb Jason**, Environmental Services Tech
- » **James Parsons**, Emergency Department

**DAISY Awards (2021)**

**Jessica Heleski, RN**, Same Day Surgery (January)



Sparrow Carson Same Day Surgery Nurse **Jessica Heleski, RN**, (center) is pictured with Sparrow Carson President **Mark Brisboe** (left) and Nursing and Patient Care Services Director **Monte Malek**.

**Sara Hagerman, RN**, Emergency Department (June)



Sparrow Carson Emergency Department Nurse **Sara Hagerman** (center) is pictured with Nursing and Patient Care Services Director **Monte Malek**, (left) and Sparrow Carson President **Mark Brisboe** after receiving the DAISY Nurse Leader honor.

**Institute for Healthcare Improvement (IHI) through Michigan Health & Hospital Association's Keystone Center**

Sparrow Carson Hospital was designated an Age-Friendly Health System.

**Nurse of the Year**

**Tabitha Durant, RN**, Surgical Services



Surgical Services nurse **Tabitha Durant, RN**, with Sparrow Carson President **Mark Brisboe**.

**Professional Research Consultants, Inc**

Sparrow Carson's Emergency Department received 5-star designation as a Top Decile Performer for "Overall Quality of Care" in 2021.

**Speak Up Awards**

- » **Beverly Holland, RPh**, Pharmacy
- » **Samantha Hall, RN**, Medical Surgical
- » **Tammy Kimmel, RN**, Infusion and Chemotherapy Center

**Sparrow Clinton Hospital**

**American Academy of Sleep Medicine**

The Sparrow Clinton Hospital sleep program received accreditation from the American Academy of Sleep Medicine.

**American College of Radiology**

American College of Radiology Sparrow Clinton Hospital Mammography Services is accredited for quality and safety (May 2019-2022).

**American Nurses Credentialing Center (ANCC) – carried over from 2020 report**

Sparrow Clinton Hospital is a Pathway to Excellence® designated hospital (recertified in 2019) by the ANCC, confirming its quality initiatives are used to create a positive work environment where nurses can flourish, and nationally identifies Sparrow Clinton as one of the best hospitals in which to work.

**DAISY Awards (2021)**



**Lisa Cook, RN, CMSRN**, (second from right), is honored as Sparrow Clinton Hospital's DAISY Award winner. Attending the virtual ceremony were (from left): SCH Clinical Nurse Manager 2-West **Adriann Sanders, MSN, RN**; SCH President **Beth Daugherty, BSN, MPH, RN, CRRN**; and SCH Interim CNO **Mariah Hesse, BSN, RN, CENP**.

Surgical Services nurse **Melanie Kotowicz, BSN, RN**, recipient of the June 2021 DAISY Award.



Sparrow Clinton Surgical Services caregivers were given the DAISY Team award for going above and beyond for patients.

**More to Your Door, Pay It Forward Recognition**

Sparrow Clinton Hospital Infusion/Oncology nurses were recognized by *More to Your Door* magazine with "Pay it Forward" recognition.

**Nurse of the Year**

Sparrow Clinton Hospital recognized **Angie Hufnagel, BSN, RN, CEN**, as its 2021 Nurse of the Year.



**Professional Research Consultants, Inc. – Excellence in Healthcare Awards**

For the second consecutive year, Sparrow Clinton Hospital received 5-star designation as a Top Decile Performer for "Overall Hospital Rating" in 2021.

**Dr. Frederick Darin Board of Directors Service Award**

The Sparrow Eaton Hospital Board of Directors named **Frederick Darin, O.D.**, as its inaugural recipient of this newly-established award.



Celebration of outgoing board members in 2021: **Frederick Darin, O.D.** (center), with Sparrow Eaton President **Helen Johnson, FACHE** (left) and current Board Chair **Lori Pray** (right).

**Focus on Therapeutic Outcomes**

Sparrow Eaton Hospital's rehabilitation department, EMPOWER, earned a 99% satisfaction rating for the first quarter of 2021 from patient rankings calculated by nationally-acclaimed Focus on Therapeutic Outcomes (FOTO). In addition to the overall rating, Sparrow Eaton Rehab was in the top 2% for neurological improvement per visit, in the top 3% nationally for occupational therapy hand and wrist treatment, and had consistently exceeded the FOTO national average for overall satisfaction since April 2019.



Sparrow Clinton's Emergency Department received a 4-star designation for scoring in the Top 25 percent in "Overall Quality of Care."

**Teresa Pickens honored for Four Decades of Service**

Sparrow Clinton Hospital recognized **Teresa Pickens, RN, CEN**, for 42 years of compassionate care, making her the longest-tenured nurse at the hospital.



**The Joint Commission**

Sparrow Clinton Hospital is accredited by The Joint Commission and complies with the highest national standards for safety and quality of care.

The Sparrow Clinton Hospital Pharmacy had an outstanding Joint Commission Compounding Certification survey with no recommendations.

**Sparrow Eaton Hospital**

**American College of Radiology**

Sparrow Eaton Mammography and Sparrow Eaton Nuclear Medicine earned accreditation from the American College of Radiology.

Sparrow Eaton Breast Care Center is accredited by the American College of Radiology mammography and stereotactic biopsy.

**College of American Pathologists**

Sparrow Eaton Laboratory is accredited by the College of American Pathologists.

**Fulton Awards of Excellence**

Three caregivers received Sparrow Eaton Hospital's highest honors for exceptional contributions to patient care and the hospital's success.

- » **Dawn Layfield, CPhT**, pharmacy technician - clinical service
- » **Kelly Thrush**, maintenance technician - non-clinical service
- » **Suzanne Dezern, MT (ASCP)**, laboratory supervisor - leadership service

**MySparrow Portal Awards**

SMG Eaton Rapids received several MySparrow Portal Awards (Most Improved Overall for April, May, July, August and September 2021) and a Coaches Award (May and August).

**National Organization of State Health Offices of Rural Health**

**Kalli Dempsey**, of Charlotte, was recognized as Michigan's Community Star by the National Organization of State Offices of Rural Health. Dempsey works as the Neighborhood Coordinator for the Eaton Community Health StreetHeart program, part of a collaboration with Sparrow Eaton, where she is a community health worker.



**Nurse of the Year**

Sparrow Eaton Hospital recognized **Jeanne Mead, RN**, care facilitator for the hospital's Clinical Integration Team, as its first Nurse of the Year.



Sparrow Eaton Hospital's inaugural Nurse of the Year **Jeanne Mead**, (center) displays her award with Chief Nursing Officer **Tiffany Friar, MBA, MSN, RN**, (left) and fellow nurse **Rachel Latunski**.

**Professional Research Consultants, Inc.**

Sparrow Eaton Hospital received 5-star designation as a Top Decile Performer for "Overall Hospital Rating" in 2021.

Patient satisfaction ratings rose by nearly 20 percent within a year at the Sparrow Eaton Hospital Emergency Department according to surveys reviewed by Professional Research Consultants, Inc. The higher scores are the result of a series of changes aimed at improving the patient experience. From pediatric to geriatric care, dignity, compassion, communication, and listening are at the forefront when it comes to caring for community.

**The Joint Commission**

Sparrow Eaton Hospital is accredited by The Joint Commission and complies with the highest national standards for safety and quality of care.

Sparrow Eaton Pharmacy received Medical Compounding Certification through The Joint Commission.

**Sparrow Ionia Hospital**

**Centers for Medicare and Medicaid Services (CMS)**

Sparrow Ionia Hospital Medical/Surgical Unit achieved a four-star rating from CMS in its five-star quality ratings.

**DAISY Awards (2021)**



**Krista Hardy, RN**, (left) and **Casie Lambert, RN**, (right) were the recipients of the January 2021 DAISY Award.

- » **Krista Hardy, RN** (January)
- » **Casie Lambert, RN** (January)
- » **Justin Thomas, RN** (June)



**Justin Thomas, RN**, was the recipient of the June 2021 DAISY Award.

» **Christa Schrauben, RN** (December)



**Christa Schrauben, RN**, was the recipient of the December 2021 DAISY Award.

» December 2021 brought Sparrow Ionia's first team DAISY award. Members of the Inpatient Unit, including Respiratory Therapy, were nominated by a patient's family for being her "band of angels."



**Michigan Department of Health and Human Services (MDHHS)**

Sparrow Ionia Hospital is designated as a Level IV trauma facility by the MDHHS.

**Nurse of the Year**

Emergency nurse **Virginia Burnham, BSN, RN**, was named Sparrow Ionia Hospital's Nurse of the Year.



(From left) Sparrow Ionia Emergency Department Manager **Lara Lanz, BSN, RN**, 2021 Nurse of the Year **Virginia Burnham, BSN, RN**, Chief Nursing Officer **Lisa Harris, MSN, RN**, and Sparrow Ionia President **Linda Reetz, MBA, BSN, RN, NE-BC**.

**Outstanding Latino Caregiver of the Year**

**Rosa Martinez**, Sparrow Ionia Hospital patient access specialist.



Sparrow Ionia Hospital Outstanding Latino Caregiver of the Year **Rosa Martinez** (center) with Sparrow Health System President and CEO **James F. Dover, FACHE** (left) and Board of Directors Chairman **John D. Pirich** (right).

**The Joint Commission**

Sparrow Ionia Hospital is accredited by The Joint Commission and complies with the highest national standards for safety and quality of care.

Sparrow Ionia Hospital also attained Medical Compounding Certification from the Joint Commission in 2021.

**Sparrow Specialty Hospital**

**DAISY Award**

**Carrie Shrock, RN** (January)



**Carrie Shrock, RN**, (center) receives her DAISY Award for January 2021.

**Professional Research Consultant, Inc.**

Sparrow Specialty Hospital received 5-star designation for scoring as a Top Decile Performer in "Overall Quality of Care" for 2021.

**Marti Samsel**, Clinical Services Manager, was recognized with the 2021 Professional Research Consultants (PRC) Leadership Award for Patient Satisfaction results.



# Strength in Leadership

## PRESIDENT'S COUNCIL Senior Leadership Team



Sparrow is the area's only community-owned, community-based health system. Sparrow caregivers are here for the communities we serve in good times and bad. It's what we do. Sparrow Health System and its community hospitals are led by a leadership team that understands what it means to be a hometown partner committed to ensuring access to care and enhancing overall quality of life.

With hospitals serving rural communities in Carson City, Charlotte, Ionia, and St. Johns, and more than 115 sites across Mid-Michigan, Sparrow offers expert care everywhere. We are proud to work with the 160-plus local community members who serve on our governing boards.



**James Dover, FACHE**  
President and CEO  
Sparrow Health System

**Joseph Ruth**  
Executive Vice President  
Chief Operating Officer  
Sparrow Health System

**Thomas Bres**  
Senior Vice President  
Chief Administrative Officer and CIO  
Sparrow Health System

**Kira Carter-Robertson**  
Senior Vice President  
Affiliate Operations  
Sparrow Health System

**Karen Kent VanGorder, M.D.**  
Senior Vice President  
Chief Medical and Quality Officer  
Sparrow Health System

**Paula Reichle**  
Senior Vice President  
Chief Financial Officer  
Sparrow Health System

**Teresa Znidarsic**  
Senior Vice President  
Chief Human Resource Officer  
Sparrow Health System

**Mark Brisboe**  
President  
Sparrow Carson Hospital

**Patrick Brillantes**  
Vice President  
Strategy and Service Lines  
Sparrow Health System

**Amy Brown**  
Chief Nursing Officer  
Sparrow Hospital

**Beth Daugherty**  
President  
Sparrow Clinton Hospital

**Douglas Edema, M.D., MPA, FACHE**  
President  
Sparrow Medical Group,  
Sparrow Care Network

**Paul Entler, D.O.**  
Vice President  
Quality and Performance Improvement  
Sparrow Health System

**Ted Glynn, M.D.**  
Vice President  
Medical Education and Research  
Sparrow Health System

**Tina Gross**  
President and Chief Nursing Officer  
Sparrow Specialty Hospital

**William Howe**  
Vice President, Finance  
Chief Financial Officer  
Sparrow Hospital

**John Hyden, Esq.**  
Vice President and Chief Integrity Officer  
Interim Vice President, Legal and Risk  
Management  
Sparrow Health System

**Helen Johnson, FACHE**  
President  
Sparrow Eaton Hospital

**Ami Kihn**  
Vice President |  
Revenue Cycle Management  
Sparrow Health System

**David Kruger**  
Vice President  
SMG Physician Practice Administration  
Sparrow Health System

**David Mangan**  
Vice President  
Marketing and Communications  
Sparrow Health System

**Denny Martin, D.O.**  
Chief Medical Officer  
Sparrow Hospital

**Christopher Mathews**  
Vice President  
Support Services  
Sparrow Hospital

**Scott Norman**  
Vice President, Business Development  
Medicare Operations  
Physicians Health Plan

**Tom Ostrander**  
Vice President  
Operations  
Sparrow Hospital

**Lisa Pascoe, FACHE**  
Vice President  
Governance and System Effectiveness  
Sparrow Health System

**Dennis Reese**  
President  
Physicians Health Plan

**Linda Reetz**  
President  
Sparrow Ionia Hospital

**Michelle Reynaert**  
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# Sparrow Foundation

Sparrow has provided care throughout the COVID-19 pandemic bolstered by generous donations and unwavering support from our communities, but our work is far from over. Financial gifts remain vitally important as the Sparrow Foundation plays a critical role in the health system life cycle, inspiring vital resources and boosting community awareness. Guidance for our mission is provided by the Sparrow Foundation Board of Directors, whose membership is comprised of outstanding community and hospital leaders.

With the launch of our new comprehensive campaign, we will enhance services for the community with investments that span our entire region. This will allow easier access to emergency care, develop a state-of-the-art comprehensive breast care center, expand outpatient services, and further strengthen services needed most such as emergency care, breast care, labor and delivery, RNICU, and private patient rooms. After 125 years of extraordinary care, these investments will ensure we're prepared for the next 125 years.



Art à la carte



Hats in the Garden



Dapper Dads



Health Classic

## SPARROW FOUNDATION 2021 GRANTS & AWARDS SUMMARY BY CATEGORY AS OF DECEMBER 2021

### Sparrow Hospital

#### Programs and Outreach

Hospice	\$277,900
Pediatric	\$78,370
Oncology	\$22,800
Other	\$408,762
<b>Total</b>	<b>\$787,832</b>

#### Education and Research

Nursing and Staff Education	\$107,098
<b>Total</b>	<b>\$107,098</b>

#### Equipment and Technology

iPads	\$424,443
Hybrid OR	\$124,388
Other	\$123,377
<b>Total</b>	<b>\$672,208</b>

#### Construction & Restoration

Pediatric	\$209,000
Neurosciences	\$10,500
Cancer Center	\$87,184
<b>Total</b>	<b>\$306,684</b>

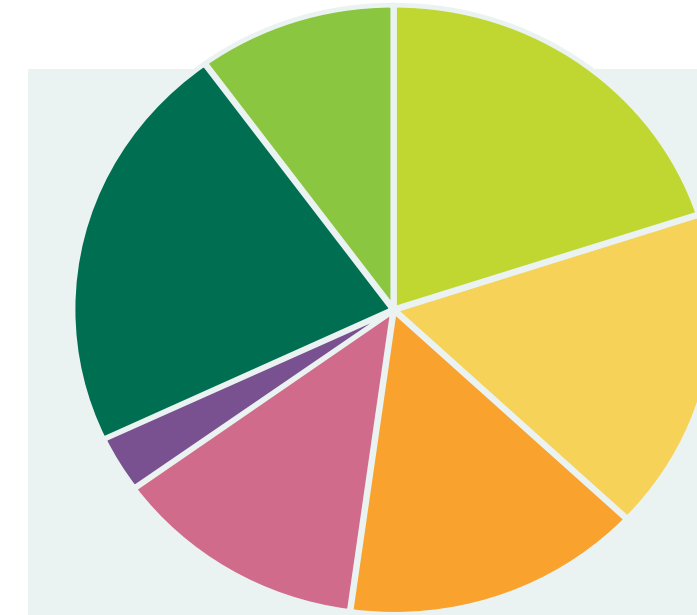
#### Community Hospitals

Sparrow Carson	\$11,977
Sparrow Clinton	\$20,000
Sparrow Ionia	\$4,400
Sparrow Specialty Hospital	\$2,000
<b>Total</b>	<b>\$38,377</b>

#### Support to Individuals/Other

Care for Caregivers	\$188,256
<b>Total</b>	<b>\$188,256</b>

**Total Grants and Awards** **\$2,100,454**



■ AREA OF GREATEST NEED/COVID-19 RELIEF
 ■ CARE FOR THE CAREGIVERS
 ■ COMMUNITY HOSPITALS
 ■ NURSING EDUCATION
 ■ HOSPICE
 ■ PEDIATRICS
 ■ OTHER

### 2021 AREAS OF IMPACT

In 2021, donors like you helped support more than 146 funding requests totaling more than \$2 million through gifts to the Sparrow Foundation. Your donations helped caregivers benefit from educational and research opportunities, implement new programs and services to the community, purchase state of the art equipment, invest in new technology upgrades, and provide construction and renovation upgrades throughout Sparrow Health System, all while responding to the COVID-19 pandemic.



Spartan Marching Band For Kids Concert



Roeser Trail Opening



## CORPORATE AND ORGANIZATIONAL PARTNERS

The Sparrow Foundation is pleased to recognize the following organizations, entities, and corporate partners who contributed \$2,500 or more in 2021. Our friends who are also members of the Sparrow Philanthropist League (with cumulative giving of \$10,000 or more) are designated by an \* after their name. We are grateful for these partners in health and hope you will join us in thanking them for their investments in extraordinary care.

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We are proud to recognize the individual donors who gave \$1,000 or more to the Sparrow Foundation in 2021. Those generous friends who are also members of the Sparrow Philanthropist League (with cumulative giving of \$10,000 or more) and the Circle of Sparrow are noted by the \* following their name. To those listed below, and others that chose to make a gift to Sparrow in 2021, we extend our heartfelt gratitude. Your gifts are making a difference, every day.

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Dapper Dads



Day of Miracles



Sparrow Gala



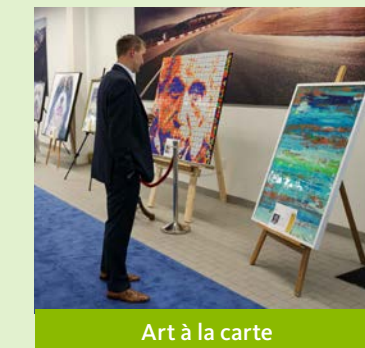
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Spartan Marching Band



Precision Medicine Symposium



Art à la carte

and more!

# Sparrow *Forward* ▶



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