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 impact 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.
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 need in our outlying areas.
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-Through 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.

Sparrow discharges its 1,000th COVID patient.

Sparrow begins vaccines for older adults and essential workers.

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.

Sparrow opens Frandor site as a vaccination clinic.

Sparrow expands to third COVID-19 surge.

Sparrow launches high school vaccination initiative.

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

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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.
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.
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 65,000 square foot state of the art facility with dedicated inpatient units, is the first facility in Mid-Michigan to offer the ArgonVac – 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 Valve 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.
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.

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 Fratozzi, 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.

““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

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.
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.

Living our Mission
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.
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.

Despite the unrelenting challenge, PHP secured key partnerships for strategic growth within and beyond Mid-Michigan for both Medicare and commercial products. PHP Medicare (PPO and 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.

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 3 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.

PHP 2021 Accomplishments

Plan Year 2022 Service Area

PHP Forward: Growth through Challenges

Dennis Reese
President, Physicians Health Plan

PHP President

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PHP Forward

Covenant Advantage

Sparrrow Advantage

Covenant Advantage

Sparrow Advantage

PHP Medicare

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2021 Sparrow Annual Report

2021 | Sparrow Annual Report

*Effective Jan. 1, 2022
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 gynecologic 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 Potterville 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 2 primary care advanced practice providers).
- Opened SMG Gynecologic Oncology, Maternal Fetal Medicine, and Acute Post Discharge Clinics.
- Expanded SMG Portland, SMG Potterville, and SMG East Lansing.
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 waiver in its commitment to the region.

Sparrow 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 Hospital

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.
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 Robotzcz, 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.

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 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.
COMMUNITY HOSPITALS

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 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-0ffice Algorithms, extended IV alternative option (Leaderflex), and external female catheters. In addition, the hospital scores high for quality with Barcode Administration and Sepsis Screening at 99 percent. The SSH Central Line Associated Blood Stream Infection (C-0ffice) quality improvement project was submitted for publication in collaboration with Sparrow Health System’s Infection Prevention Department.

Tina 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.

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Tina 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.

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.

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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

- Payments Received for Patient Care $1,393,279,000
- Insurance Plan Reimbursements $271,758,000
- Other Operating Revenue $41,421,000

**Total Revenue** $1,504,238,000

2021 Total Expenses

- Supplies, Insurance, Utilities, and Other Services $153,989,000
- Facilities, Equipment, Depreciation, and Interest $14,300,000
- Compensation and Benefits for Caregivers $766,989,000

**Total Cost of Caring for Patients** $1,372,070,000

**Net Income** $6,518,000
AWARDS 2021
Catherine Velazquez, 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.

FCC Grant
Sparrow was awarded a $390,000 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.

Strength in Excellence
Sparrow Health System and its community hospitals 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
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 Cardiovascular by the Blue Cross and Blue Shield Association.

Caregiver Spotlight – Sparrow Hospital 2021
» Sara Deliso, 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)
» Marcie Diller, RN, Mary Free Bed at Sparrow (July)
» Jennifer “JJ” Brandt, RN, Sparrow Hospital (August)
» Kayla Brooke, RN, Sparrow Hospital (October)

DAISY Awards
Sparrow was recognized by the American Journal of Nursing with the DAISY Award for Extraordinary Care. The award, funded by the DAISY Foundation, is a program designed to support nurses and recognize their contributions to patient care.

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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 I Trauma Center
Sparrow Hospital is the only Level I Trauma Center in the region and is affiliated with the Michigan State University College of Surgeons. The ACS originally named Sparrow's Trauma Center a " Verified" Facility in 1988.

Michigan Hospital Association Keystone Center Speak Up! Award
The Michigan Health & Hospital Association (MHA) Keystone Center honored Sparrow Hospital’s Emergency Department nurse James F. Dover, FACHE, for its quarterly Speak Up! Award.

Sparrow Hospital Emergency Department nurse James F. Dover, FACHE, accepted with Sparrow Hospital President and CEO James E. Crouse, 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 operative rates following bariatric surgery in the State of Michigan, 1.2% compared with the state average of 5.7%.

Michigan Pharmacists Association
Pharmacist of the Year
Sparrow Pharmacy leader Margaret A. (Peggy) Maloney 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 employee 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.

Physician of the Year
Sparrow’s Comprehensive Stroke Center has been certified by The Joint Commission as a Comprehensive Stroke Center since 2012.

U.S. News & World Report
Sparrow Hospital was recognized in Best Hospital for 2020 by U.S. News & World Report. Sparrow earned a "Best Regional Hospital" award badge and three "High Performing Hospitals" awards, for Congestive Heart Failure, Chronic Obstructive Pulmonary Disease and Total Joint Replacement.

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

Vitality Culture of Caring Award
Sparrow Hospital internal medicine specialist Chris Herald, M.D., was recognized with the Vituity Culture of Caring Award for doing what is right for the patient and their family. Vituity is a national leader in acute care management and owns Sparrow’s Hospitals 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.
U.S. Centers for Medicare & Medicaid Services
Physician Health-Plan (PHI), a subsidiary of Sparrow Health System, received a Medicare Advantage Quality Rating of 4.5 Stars (out of 5) for 2022.

Rehabilitation as recognized by Professional Research Consultants, Inc.
Rehabilitation as recognized by Professional Research Consultants, Inc.

Sparrow received the CARF 3-Star designation for its 25 training programs.

U.S. News & World Report
Sparrow received a 5-star designation as a Top Decile Performer for "Overall Quality of Care" in 2021.

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

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

The rating means that members enrolled in PHP’s Medicare Advantage plans — 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.

The Medicine for Bed at Sparrow
Commission on Accreditation of Rehabilitation Facilities (CARF)
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Medical Education & Research

Medicare Education

» Ridge Boodeker was promoted to Manager of Undergraduate Medical Education/Clinical Education Specialists.

» Annual Program Evaluations (APEs) were conducted for all (35) 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.

» Do 90% students matched into Sparrow residency programs.

» Oncotek internships: processed and organized new literature, handled 250+ new documents.

» Graduate Medical Education/Annual Institutional Review published and presented.

» U-M Health + St. Joe’s Advantage — Medicare Advantage plans — received a Medicare Advantage Quality Rating of 4.5 Stars (out of 5).

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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 Virzi developed a Mary Free Bed-specific skin and wound education program to meet CAPC accreditation criteria.
- Cynthia Dupuis renewed her CNOR 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 and 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 Alumnus Award.”
- Miranda Steenstra joined her board certification as a holistic nurse (FNHC), renewed her Obstetrics and Electronic Fetal Monitoring certification, and renewed her instructor certification for Basic Life Support and Neonatal Resuscitation Program.
- Mary Kitting co-authored an article in the Journal of Pediatric Nursing, “Implementation of a protocol OverdoseWeekend to use in long-term precedent isolation in non-intraventricular pediatric patients.”

Research

- More than 76 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

- Two new Cardiology studies and one COVID treatment study in process.
- Pursued Cardiology device studies as well as two Pediatric Endocrinology studies.
- Successfully completed work with Supply Chain and nursing related to identifying and escalating clinical events.

Health Sciences Library

- A new Health Sciences Library portal, sparrow-mcids.com, rolled out as Intranet and Internet Library Web pages.
- Provided over 518 journal articles/book chapters to support Internet Library Web pages.
-worked on 105 literature searches and general requests.

Continuing Medical Education (CME)

- Over 375 CME sessions held with over 6,759 participants attending.
- Obtained 100% compliance on flu shots for employees.

Continuing Medical Education (CME) (Sparrow Medical Group (SMG) modules for residents.

Nursing Practice and Education Team Accomplishments

- Implementation of new Clinical Education Policy to improve communication between providers and nursing related to identifying and escalating clinical events.
- Our team organized and co-chaired Nursing Services (N-S) for approximately 1,600 nurses focusing on various skills and priority topics to improve competency and enhance patient safety.
- Successfully moved to the Concur app for 214 residents.
- Obtained 100% compliance on flu shots for residents.
- Obtained 100% compliance on Learning Management System (Sparrow) modules for residents.

Sparrow Herbert-Herman Cancer Center

American College of Radiology

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

American College of Surgeons

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

Medicare & Medicaid Services (CMS)

Sparrow Herbert-Herman Cancer Center continued to be accredited by the Joint Commission.

Established a New Cardiac MRI Program with the addition of Mohammad Qahtan, M.D.

Concurrent AF ablation was introduced, partnered with cardio-surgery team to provide AF (Atrial-Flutter-based) AF ablation approach for patients with persistent atrial fibrillation (Thompson) by Ali Sheik, D.O., Hisham Qandeel, M.D., D.O., and Kirk Zakharov, D.O.

Sparrow Thoracic and Cardiovascular Institute

Established the Advanced Robotic Thoracic surgical operations, rib plating procedures, and minimally invasive anti-arrhythmia surgical procedures to the addition of cardiothoracic surgeons Hisham Qandeel, M.D., and Kirill Zakharov, D.O.

Cv Surgery

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Sparrow Medical Group

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Interventional Radiology

The Interventional Radiology team is now performing IVF (intravascular infusion) treatment for liver cancer and the TIPS (transjugular intrahepatic portosystemic shunt) procedure, which is a treatment for portal hypertension. New members of the team include Adriann Sanders, M.S.N., R.N., as its newly established recipient.
Nurse of the Year
Sparrow Eaton Hospital recognized Joanne Mead, RN, care facilitator for the hospital’s Clinical Integration Team, as its first Nurse of the Year.

Professional Research Consultants, Inc.
Sparrow Eaton Hospital received 5-star designation as a Top Decile Performer for “Overall Hospital Rating” in 2021.

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

Michigan Department of Health and Human Services (MDHHS)
Sparrow Ionia Hospital received 5-star designation for scoring as a Top Decile Performer in “Overall Quality of Care” for 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.

Outstanding Latino Caregiver of the Year
Rosa Martinez, Sparrow Ionia Hospital's inaugural Nurse of the Year.
Strength in Leadership

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.

PRESIDENT’S COUNCIL
Senior Leadership Team

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

Kiree Carter-Robertson
Senior Vice President
AFFIATE Operations
Sparrow Health System

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

Paula Reible
Senior Vice President
Chief Financial Officer
Sparrow Health System

Teresa Zidravc
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 Enler, 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
Sparrow Health System

Helen Johnson, FACHE
President
Sparrow Eaton Hospital

Ami Kihn
Vice President
Revenue Cycle Management
Sparrow Health System

David Krugler
Vice President
SMG Physician Practice Administration
Sparrow Health System

David Mangan
Vice President
Marketing and Communications
Sparrow Health System

Donny Martin, D.O.
Chief Medical Officer
Sparrow Hospital

Christopher Matthews
Vice President
Support Services
Sparrow Hospital

Scott Norman
Vice President, Business Development
Medical Operations
Physicians Health Plan

Tom Otstander
Vice President
Operations
Sparrow Hospital

Lisa Ponce, FACHE
Vice President
Governance and System Effectiveness
Sparrow Health System

Dennis Reece
President
Physicians Health Plan

Linda Reetz
President
Sparrow Ionia Hospital

Michelle Reynaert
Vice President
Sparrow Flint

Kathy Smith
Vice President
IT Operations
Sparrow Health System

Kristina Tennant
Vice President
Patient Experience
Sparrow Health System

Mike Tobin
Vice President
Population Health and Post-Acute Care
Sparrow Health System

Michael Zaroukian, M.D., Ph.D.
Vice President
Chief Medical Informatics Officer
Sparrow Health System
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.

<table>
<thead>
<tr>
<th>2021 AREAS OF IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Area of Greatest Need/COVID-19 Relief</strong></td>
</tr>
<tr>
<td><strong>Community Hospitals</strong></td>
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<tr>
<td><strong>Nursing Education</strong></td>
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<tr>
<td><strong>Other</strong></td>
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<tr>
<td><strong>Care for Caregivers</strong></td>
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<tr>
<td><strong>Hospice</strong></td>
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<tr>
<td><strong>Preschools</strong></td>
</tr>
</tbody>
</table>

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.

**Sparrow Hospital Programs and Outreach**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital</td>
<td>$277,960</td>
</tr>
<tr>
<td>Pediatric</td>
<td>$78,370</td>
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<tr>
<td>Oncology</td>
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<tr>
<td>Other</td>
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<tr>
<td>Total</td>
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<tr>
<td>Education and Research</td>
<td>$107,098</td>
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<tr>
<td>Nursing and Staff Education</td>
<td>$107,098</td>
</tr>
<tr>
<td>Total</td>
<td>$107,098</td>
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<tr>
<td>Technology</td>
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<tr>
<td>iPads</td>
<td>$244,443</td>
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<tr>
<td>Hybrid OR</td>
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<tr>
<td>Other</td>
<td>$123,377</td>
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<tr>
<td>Total</td>
<td>$672,208</td>
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<tr>
<td>Construction &amp; Restoration</td>
<td>$209,000</td>
</tr>
<tr>
<td>Pediatric</td>
<td>$209,000</td>
</tr>
<tr>
<td>Neurosciences</td>
<td>$85,000</td>
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<tr>
<td>Cancer Center</td>
<td>$85,000</td>
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<tr>
<td>Total</td>
<td>$306,684</td>
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<tr>
<td>Community Hospitals</td>
<td>$38,377</td>
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<tr>
<td>Sparrow Carson</td>
<td>$38,377</td>
</tr>
<tr>
<td>Sparrow Clinton</td>
<td>$20,000</td>
</tr>
<tr>
<td>Sparrow Iona</td>
<td>$4,400</td>
</tr>
<tr>
<td>Sparrow Speciality Hospital</td>
<td>$2,000</td>
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<tr>
<td>Total</td>
<td>$38,377</td>
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<tr>
<td>Support to Individuals/Other</td>
<td>$182,256</td>
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<tr>
<td>Care for Caregivers</td>
<td>$182,256</td>
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<tr>
<td>Total</td>
<td>$182,256</td>
</tr>
<tr>
<td>Total Grants and Awards</td>
<td>$3,500,454</td>
</tr>
</tbody>
</table>
The Sparrow Foundation is pleased to recognize the following organizations, entities, and individuals who contributed $2,500 or more in 2021. We are grateful for these partners in health and hope who join us in thanking them for their investments in extraordinary care.

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Recognition of our donors is extremely important to us, and we have made every effort to ensure that this list is accurate and complete. If you feel we have made an error or omission, please contact us by emailing Recognition@sparrow.org.
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ANNUAL EVENTS

Dapper Dads
Day of Miracles
Sparrow Gala
Sparrow Health Classic
Spokane Marching Band
Art à la carte

and more!