We also showcase our Community Hospitals, which are doing great work in towns throughout the region, key programs such as the Herbert-Herman Cancer Center and University of Michigan Health at Sparrow Children’s Center, and the tremendous expansion and growth of Sparrow Medical Group, which services our patients across the region.

We hope you find this Annual Report informative and interesting, and that it helps you understand the breadth and depth of what we do at Sparrow.

We appreciate you taking time to learn about us and why we are so proud to be Mid-Michigan’s premier healthcare organization.

Thank you for taking time to review the Sparrow Annual Report for 2022. Every year is unique and challenging in healthcare and as we navigate the post-pandemic world, Sparrow continues to stay focused on the future. With our news that Sparrow is joining University of Michigan Health, 2022 will go down as a seminal year in the long history of Sparrow.

The theme of this Annual Report is Sparrow of the Future and there’s a reason for that. In 2022, we focused on preparing Sparrow to continue serving the community for another 126 years. We spent 2022 preparing a multi-year strategic plan and laying out priorities for coming years. The Sparrow Health System Board of Directors approved the plan in December 2022, setting goals that will continue to improve our quality of care, enhance growth, and support our caregivers and physicians.

We eagerly anticipate 2023 as we finalize our partnership with U-M Health and look to provide even greater access to nationally renowned, coordinated care right here in Mid-Michigan. Our physicians and other caregivers already deliver incredible care and this partnership will allow us to provide more sub-specialty services and keep even more care close to home.

The pages of this Annual Report detail some of our accomplishments, such as the opening of our very successful Sparrow Emergency Center Okemos, and our continued focus on innovative care. Hopefully, you’ll get to know some of our incredible caregivers and the extraordinary passion and commitment they bring to their jobs every day. It’s truly awe-inspiring.
2022 ended on an historic note paving the way for the Sparrow of the future – the announcement that Sparrow Health System would be joining University of Michigan Health.

The official announcement, which received national attention, was made in a gathering of Sparrow and U-M Health leaders who spoke of how the partnership will benefit Mid-Michigan patients and those statewide.

For over 126 years, the people of Mid-Michigan have trusted Sparrow to protect their health and the health of their loved ones. We are proud to continue serving in this trusted role as we embark on this partnership with U-M Health.

The Sparrow Health System Board of Directors cited four primary reasons why they believed joining U-M Health was the right move:

> Patient care: By joining a nationally renowned health system, we are making it easier and more convenient for patients to access the highest quality, compassionate care close to home.

> Leadership: Sparrow will be a leader in the creation of a statewide system of highly coordinated community-based care, with Sparrow Medical Group playing a central role.

> Investment: U-M Health has committed $800 million in capital investment over eight years to accelerate growth at Sparrow.

> Governance: Sparrow Health System and subsidiary boards will continue to lead the local operations of the health system.

The partnership builds upon Sparrow’s current very successful relationship with U-M Health dating to 2019 at our Children’s Center and other areas.

We look forward to finalizing the details of this partnership in 2023 and setting course for an incredible journey into the Sparrow of the future.

This is a partnership in the truest sense of the word and means Sparrow can have an even greater impact in improving the health of the communities we serve. — JAMES DOVER, FACHE

President and CEO, Sparrow Health System
Sparrow once again reshaped healthcare in Mid-Michigan in 2022 with the opening of the region’s first freestanding Emergency Department – Sparrow Emergency Center Okemos. The facility, 3446 Jolly Road in Okemos, provides 24/7 emergency care and access to the community without patients having to go miles from home. Sparrow Emergency Center Okemos boasts shorter wait times for care, important since minutes can mean life or death in a medical emergency. It’s among the few freestanding Emergency Departments in Michigan outside of the Detroit area and its extraordinary success since it opened in September 2022 speaks to its value. The center also has a primary care practice and imaging services and is an all-purpose blueprint for the future. Patients are also able to directly transfer to E.W. Sparrow Hospital, if necessary, connecting to the area’s only Level 1 Trauma Center.

Building Sparrow Emergency Center Okemos during a challenging time in healthcare was important for many reasons: improving access to care, responding to the needs of Meridian Township/Williamston/northern Livingston County; and reducing wait times for emergency care. The goal is to make it easier for thousands of people to access both emergency care and family medicine. Having that care so readily available can be life-saving.
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, leading-edge technology, and life-saving clinical trials. It features the region’s only fellowship-trained breast surgeons, the area’s only full-time genetic counselor, and much more — all to bring world-class, personalized care to patients in Mid-Michigan.

In 2022, the Sparrow Herbert-Herman Cancer Center received a generous $5 million endowment donation allowing it to expand the work of genomics to treat cancer. In addition, the center expanded its radiation oncology and lung nodule services by adding a pulmonologist who works in stride with our new radiation oncologist. This has increased our ability to treat and diagnose lung cancers earlier. The referral authorization program allowed us to grow our medical oncology services by 8% in 2022. The Herbert-Herman Cancer Center also supported a free skin cancer screening event that brought awareness of how important screening is, as well as outreach to underserved communities.

The Sparrow Herbert-Herman Cancer Center has been nationally recognized by the Commission on Cancer Accreditation Program since 1975. Sparrow Radiation Oncology was also accredited by the American College of Radiology Radiation Oncology Program Accreditation (ACR ROPA) in 2021, a three-year certification.
In 2022, Mid-Michigan’s pre-eminent provider of heart and vascular care expanded the types of procedures and diagnostics offered to patients needing open heart, vascular, and thoracic treatments. The Sparrow Heart and Vascular Center, a 40,000 square foot state-of-the-art facility with dedicated inpatient units and Sparrow Thoracic Cardiovascular Institute (TCI), expanded Mid-Michigan’s only Cardiac MRI program, allowing patients to benefit from device therapies, treatments for arrhythmias, and cardiac surgery.

Other highlights for Sparrow cardiovascular care include the addition of cardiovascular disease expert Fatima Ali-Ahmed, M.D., and vascular surgeon Nimesh Patel, M.D. Both helped to expand leading-edge treatments like the Hybrid AFib Ablation and advance complex operations. These operations include minimally invasive surgical cardiac ablation for atrial fibrillation, ECMO as a life-saving heart-lung machine, and robotic thoracic surgery.

In other major news, for the first time ever, Sparrow was awarded Chest Pain Center Accreditation with Primary PCI (percutaneous coronary intervention) and Revascularization from the American College of Cardiology. The award recognizes Sparrow’s commitment and success in providing immediate and leading-edge cardiac arrest care to patients with chest pain.
Orthopedics and Sports Medicine

Sparrow Orthopedic Surgery Department, an award-winning group of leading orthopedic surgeons, was recognized by U.S. News & World Report in 2022 as a high performing hospital for knee replacement and ranked by the national accrediting body, The Joint Commission, for total hip and knee replacements.

In 2022, the Orthopedic Surgery Department welcomed many outstanding Orthopedic surgeons, adding vast experience and expertise to the team to better serve the needs of our communities. New additions included Sports Medicine surgeons Douglas Dietzel, D.O.; Andrew Schorhar, D.O.; Michael Shingles, D.O.; and Luke Wilcox, D.O.; Michael Winklepleck, D.O., a specialist in orthopedic spine surgery; Joseph DeWitt, D.O., a specialist in pediatric orthopedic surgery; and Alex Gilde, M.D., and David So, M.D., two fellowship-trained Total Joint Replacement orthopedic surgeons.

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 providers.

New 2022 Orthopedic programs and initiatives included Same Day Discharge Total Joint Program, which allows patients to recover in their own homes or non-hospital settings, and the interactive mobile health assistant available through MySparrow called Care Companion. Care Companion can help a patient follow a care plan wherever they are and includes personalized notifications, task checklist, medication reminders, educational content, and more opportunities to connect closely to their healthcare provider.
At Sparrow, we offer the region’s most comprehensive array of compassionate and leading-edge services, designed especially for women in Mid-Michigan.

In 2022, E.W. Sparrow Hospital achieved the prestigious “platinum” designation from the Michigan Alliance for Innovation on Maternal Health (MI AIM), the highest ranking possible for care of pregnant and new moms. E.W. Sparrow Hospital is also Mid-Michigan’s premier birthing center and has once again been recognized as Mid-Michigan’s only Baby-Friendly® Hospital, a national benchmark in quality care for mothers and babies. E.W. Sparrow Hospital is one of only 13 hospitals in Michigan to hold the Baby-Friendly designation.

In 2022, the highly skilled team of physicians, nurses, and caregivers even delivered two sets of triplets within the span of six days. It is an amazing feat, as Sparrow typically only delivers a set of triplets every two to three years.

In 2022, Women’s Health partnered with all Sparrow emergency departments to ensure caregivers recognized our unique obstetrics and postpartum patients’ conditions. It is all part of a national initiative to optimize treatments for our pregnant patients and new moms.

Sparrow is also a leader in the use of advanced robotic surgery for minimally invasive hysterectomies and other gynecological surgeries. The benefits include less scarring (with incisions as small as a quarter), a shorter hospital stay, and dramatically decreased recovery time.

Women's Services
University of Michigan Health at Sparrow Children’s Center

University of Michigan Health at Sparrow Children’s Center offers the most comprehensive range of specialty services to our pediatric patients and their families in Mid-Michigan. In 2022, the Pediatric Subspecialty Clinic expanded clinic days for Pediatric Urology care, which includes treatments for babies, children, adolescents, and young adults with urinary issues such as kidney stones and bladder infections, close to home. It also added a new nurse practitioner to improve access.

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 2022, Sparrow, along with University of Michigan Health, optimized a sharing of open NICU beds to ensure our smallest and youngest patients received the best treatment possible. The RNICU, PICU, and Children’s Emergency Services have patient experience scores in the top ranking (exceeding 90th percentile) compared to peer institutions.

For more than a century, Sparrow has been a leader in providing safe, leading-edge, and compassionate care for children. Sparrow’s Children Center has not recorded any pediatric harm events in two years. Pediatric Nurse Practitioner Cindy Meteyer was also recognized with the DAISY Award. Cindy went above and beyond to help twin 10-year-old boys feel safe, comfortable, and with reduced trauma while receiving their COVID shots.
In 2022, Sparrow Carson Hospital was steadfast in not only serving our local community, but all communities that are part of our health system. By appropriately utilizing resources, Sparrow Carson Hospital accepted patients from across Mid-Michigan. The transferring of patients became vital during the height of COVID to ensure our communities received the leading-edge medicine and compassionate care they expect from Sparrow.

Sparrow Medical Group OB/GYN Carson added Family Nurse Practitioners Ellie Rudd and Amber Ryan to the team, improving access to specialty services in satellite locations in Greenville and Stanton. Sparrow Medical Group Carson also welcomed Physician Assistant Jamie Manning and celebrated Nurse Practitioner Patty Terry for her 49 years of dedicated service to our community.

In the fall, Sparrow Carson Hospital completed a highly successful triennial survey by The Joint Commission, earning extraordinary compliments from surveyors who commended leadership and caregivers for ensuring patients receive quality, safe care at the hospital and our Sparrow Medical Group practices.

In 2022, EWSH completed a triennial survey of quality and safety by The Joint Commission (TJC) and was praised as nation-leading in some areas. This incredible feedback was because of Sparrow caregivers standing up and proudly showing off the innovative and painstaking work they continue to do every day to protect the health of those in our communities.

EWSH continues to stay attentive to our commitment to the community with the formation of the Length of Stay (LOS) Committee in which a multidisciplinary team of caregivers and physicians focus on operating more efficiently and overcoming barriers impacting the needs of patients.

With the partnership of U-M Health, EWSH will be able to create new adult medicine programs focused on various surgical specialties, including plastic and reconstructive surgery and hand surgery, allowing patients to get the specialized care and treatments they need close to home.

Building on the successes of 2022, we’re looking forward to a trailblazing 2023.

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Sparrow Clinton Hospital

Sparrow Clinton Hospital was successful in driving growth in 2022, all while meeting the challenges of pandemic recovery, the ever-changing needs of our growing patient community, and safely providing leading-edge and compassionate care.

Sparrow Clinton added a Wound Care Program, wide bore MRI, home sleep studies, musculoskeletal imaging, and a pet therapy program. Sparrow Clinton also remodeled its outpatient lab, renovated the inpatient pharmacy, repurposed parking lots, and completed other projects to improve care with upscale, therapeutic, and facility to facility transfers.

2022 also brought change to the hospital. Sparrow Clinton Hospital President Beth Daugherty retired in June 2022 and Kris McCarty assumed interim President responsibilities. Sparrow Clinton welcomed new General Surgeon Angad Pordial, M.D., along with Orthopedic Hand Surgery Specialist Erich Hornbach, M.D., and Andrew Zwyghuizen, M.D., who brought plastic surgery to the St. Johns area.

In 2022, many highly skilled Sparrow Clinton caregivers went above and beyond to improve care to patients. Ten members of the Sparrow Clinton family became LEAN-green belt certified. Radiology Technician Kelly Carey, RT, (R) (MM) (CT), completed training as a Breast Health Navigator and Pharmacy Manager Danielle Rowesmel completed the Women in Leadership training, while Regina Buhr, RN, SCH Infusion/Oncology nurse was recognized as the Caregiver Spotlight for her continuous and tireless care.

The team at Sparrow Clinton worked collaboratively to help manage the growing needs of the community we serve.

Sparrow Eaton Hospital

Sparrow Eaton Hospital experienced a remarkable year in 2022 as our caregivers provided extraordinary support, compassion, and care to the communities we serve. Despite trying circumstances and the acceleration of change in healthcare, our Sparrow Eaton team proudly delivered some of its finest hours to thousands of patients, every day.

2022 was a year of creative solutions, financial diligence, incomparable growth, and trust. Trust from our patients entering our doors, trust from caregivers aligning their careers here, trust from community partners backing our efforts and team, and trust from donors to invest in our dreams, including a $1 million gift in support of our future infusion center. We celebrated a decade of AL!VE, which provides health and vitality to our region. We also maintained deep involvement within our community with support of local athletics, representation at key events and sponsorship of worthwhile causes, and awarded our first-ever DAISY award to an outstanding nurse.

In 2022, Sparrow Eaton maintained a disciplined approach to savings and enhancing our revenues. We formed creative recruitment partnerships, allowing us to engage young professionals pursuing careers in healthcare. We implemented cross-departmental performance improvement efforts such as bedside patient satisfaction surveys. We shortened patient wait times for diagnostic results. We have been relentless in our pursuit of being the best we can, never shying away from supporting our health system and saying "yes" when asked to help.

As a result of our unwavering commitment, Sparrow Eaton saw growth in almost all areas of our services because of the trust bestowed upon us by each community member who chose to place themselves in our hands.
Sparrow Specialty Hospital

Sparrow Specialty Hospital (SSH) turned laser focus on enhancing quality of care and decreasing harm events in 2022. Central Line Associated Blood Stream Infection (CLABSI), fall with injury reduction, Catheter Associated Urinary Tract Infections (CAUTI), and C-Difficile cases all decreased to all-time lows, cutting cases in half from two-years ago. SSH was also instrumental in trialing the “SimPull” transfer assistance tool, which was recognized in Becker’s Hospital Review.

Sparrow Specialty Hospital, a 30-bed long-term acute care hospital that specializes in caring for patients who need intense, extended care services to heal, is proud to have reached a high achievement in discharging patients compared to the national average. The hospital has the ultimate goal of helping patients safely return to their home or community after suffering from traumatic injuries and other serious or medically complex conditions.

Sparrow Ionia Hospital

Amidst another challenging year in healthcare, Sparrow Ionia Hospital remained a strong community partner and persistently provided safe, compassionate patient care. Caregivers continued to deliver exceptional care across all departments. Highlights from 2022 include unprecedented growth in orthopedics and surgical services; addition of wide bore MRI equipment to better accommodate patients who have claustrophobia or may be difficult to scan; and Sparrow Medical Group Orthopedics and Sports Medicine Ionia expanding to Portland, keeping leading-edge care close to home. As a commitment to better serve the community, Sparrow Medical Group Saranac also added a family care physician to its team of providers.

Sparrow Ionia Hospital remains dedicated to be innovative and to improve patient care with accomplishments such as the addition of iPads in patient rooms, Sleep Study re-certification by the American Academy of Sleep Medicine, expansion of our Visiting Physicians Clinic, and a partnership with the Ionia County Health Department to develop a COVID testing site.

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In 2022, Physicians Health Plan (PHP) celebrated 40 years of improving people’s lives by making healthcare more accessible for the diverse communities it serves. PHP is owned by Sparrow Health System, University of Michigan Health, and Covenant HealthCare. While the health plan shares its owners’ vision of creating a statewide system of highly coordinated care, PHP partners with providers and hospitals throughout the state to ensure all members receive high-quality, affordable care wherever they go.

For the second consecutive year, PHP was again awarded an overall Star Rating of 4.5 out of a possible 5 stars by the Centers for Medicare and Medicaid Services (CMS). Every year, the CMS Star Ratings provide quality and performance information to Medicare beneficiaries to assist them in choosing their Medicare health and drug plans during the Annual Enrollment Period (AEP), which kicks off Oct. 15 and runs through Dec. 7. PHP’s 4.5 Star Rating, one of the highest among Medicare Advantage plans offered in Mid-Michigan, means members enrolled in PHP Medicare Advantage plans — PHP Advantage, Sparrow Advantage, Covenant Advantage, and University of Michigan Health Advantage — have access to high-quality Medicare Advantage plans offered by a locally owned and community-based health plan.

PHP continues to expand its commercial and Medicare service area to continue its mission of helping members access high-quality, affordable healthcare so they can live their best lives.
Sparrow Medical Group

Sparrow Medical Group (SMG) caregivers provided unprecedented dedication and support to the health and well-being of our patients in 2022. They were a driving force in providing new opportunities for access to healthcare services in our community.

In 2022, Sparrow set a goal of increasing patient access to primary care services, an essential step in improving the health and wellness of the community and keeping care close to home. We are now averaging over 1,500 new primary care patients per month. Sparrow Urgent Care locations saw over 70,000 patients in 2022. SMG also continues to add highly skilled specialists and subspecialists in cardiology, orthopedic surgery, plastic surgery, and pediatrics. SMG is the region’s largest and most comprehensive Medical Group, comprised of 616 physicians and providers serving patients throughout Mid-Michigan.

SMG continues to grow through traditional means, such as the addition of the SMG Okemos Jolly Road primary care site, and more cutting-edge approaches, such as virtual health. In 2022, SMG provided over 38,000 virtual visits, improving access and convenience.

Going forward, SMG will continue to expand our services to better meet the needs of our patients and our communities.

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

2022 Successes

- Scheduled over 1,500 new primary care patients per month
- Hired 103 providers (including six primary care physicians and one primary care advanced practice provider)
- Opened SMG Okemos Jolly Road primary care office
- Urgent Care locations saw over 80,000 patients
- Conducted over 38,000 video visits within primary and specialty care practices
- Visited 316 physicians and providers serving patients throughout Mid-Michigan
In 2022, Jared Coleman was named Sparrow’s newest James W. Butler III Administrative Fellow, honoring the life and legacy of a community leader who had an immense impact on Sparrow and Mid-Michigan. He is the second such Fellow, succeeding Tolulope Adedokun, now a manager at Sparrow.

Jared holds bachelor’s and master’s degrees from Western Michigan University and is pursuing his M.S. in Management, Strategy, and Leadership from Michigan State University. He will complete a one-year post graduate administrative fellowship, which includes hands-on learning opportunities designed to prepare him for a career in healthcare management and leadership. Jared decided to pursue the James W. Butler III Administrative Fellowship because it provides a unique platform to explore healthcare, while making a direct impact within the health system and community. He plans to pursue a career that aligns skills in healthcare operations, strategic planning, and supply chain.

Sparrow created the James W. Butler III Administrative Fellowship in part to address the need for diversity and inclusion in healthcare leadership, a major issue throughout the country. It was named after James W. Butler III, a longtime member of the Sparrow Board of Directors, who championed access to high quality care for the most vulnerable and led efforts toward the state’s first medical clinic for the homeless. He was also a major force in local community activities and was a decorated military veteran who dedicated his life to others.

The fellowship will be supported for perpetuity through the James W. Butler Endowed Fellowship at the Sparrow Foundation. To learn more, go to Sparrow.org/Foundation.

Sparrow caregivers faced the challenges and opportunities of 2022 with resilience, fortitude and remarkable grace and compassion. Sparrow’s healthcare heroes are so much more than our physicians and nurses; they work in our labs, make sure our hallways are neat and clean, provide food and nutrition, offer security, and so much more. We’re deeply grateful for all they do every day for Sparrow, our patients, and the many people we serve. As we prepare for new opportunities and a constantly evolving Sparrow, we are mindful of those who came before us. We’ve been able to provide care to Mid-Michigan since 1896 only because of our caregivers, who believe in the power of local, extraordinary care.

Salute to our Caregivers
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. 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.

2022 Financial Performance Summary

TOTAL REVENUE $1,469,376,000
TOTAL COST OF CARING FOR PATIENTS $1,640,846,000

2022 Total Revenue

2022 Total Expenses

FINANCIALS 2022
Sparrow Health System

Bariatrics
419 surgeries for the year, a 40% increase over last year’s 299 and a 35% increase over 2018’s record high.

Behavioral Health
Initiated a Behavioral Health referral nurse to streamline our admission process to Adult Psychiatric Unit and Geriatric Psychiatric Unit and also increase our overall census.

» Hired a new psychiatrist, Sonia Dhaliwal, M.D.

» Started TelePsychiatry for Emergency Department, Consult Liaison Service, and Behavioral Health Outpatient Clinic.

Department Manager Beth Creamer received Sparrow’s first Leadership DAISY Award.

Clinical Nurse Specialists
Among the year’s highlights:

» Document owners for 22 Sparrow Health System and 281 E.W. Sparrow Hospital policies, procedures, protocols, and scopes of practices.

» Chair or Co-Chair 15 hospital committees.

» Active members of over 50 different committees or workgroups across six different service lines for E.W. Sparrow Hospital and Sparrow Health System.

» Precepted over 1,600 hours for graduate nursing students.

» Clinical experts for 19 safety case reviews.

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.

Finance
Sparrow was one of only 104 health systems in the U.S. to earn top honors for meeting federal requirements on publishing their negotiated rates with private insurers, according to Turquoise Health’s Price Transparency report. Sparrow was the only health system in Mid-Michigan, and among only four in Michigan, to average a perfect score for transparency. Some of the top health systems in the country achieved the highest rating, such as the Mayo Clinic and University of Michigan Health.

Diversity and Inclusion
Sparrow was recognized for its diversity efforts by the Great Lakes Chapter of the American College of Healthcare Executives.

Information Technology
Sparrow was revalidated as a global Information Technology (IT) leader, with renewal of HIMSS Stage 7 status for adoption and use of Electronic Medical Records. The honor comes from the Healthcare Information and Management Systems Society (HIMSS). The designation places Sparrow among a few health systems in the U.S. and around the world in its commitment to use its IT know-how to improve patient care.

Pharmacy
Systems Analyst Amber Schalk and Pharmacy Resident Bethany Martini had a study published in American Journal of Health-System Pharmacy in May 2022 and Pharmacy Today in June 2022.

Phil Croft, M.D., Medical Director of Sparrow Laboratories, was named Sparrow Physician of the Year.

CAP accreditation was given to the E.W. Sparrow Hospital Laboratory, Sparrow Center for Laboratory Medicine, Sparrow Ionia Hospital, and Sparrow Mobile Laboratory.

ISO certification was granted to Sparrow Laboratory Outreach Services.

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

Population Health
In 2022, the Mobile Health Clinic (MHC) exceeded expectations, visiting six different counties with 56 outings at 25 different site locations. The team, including both Population Health Service Organization (PHSO) and the Family Medicine Residency along with our community partners/practices, offered 212 provider visits, 116 influenza vaccinations, and 123 health screenings.
In addition, the team initiated two special events for Breast Cancer Awareness Month in October. The Michigan State Police and Sparrow Foundation, the Mobile Health Clinics provided free mammograms in Lansing and Carson City for local community members.

Other factors:
- COVID-19 boosters administered: 55
- Patients receiving community resources/safe navigation: 100
- Referrals to Resource Coordinators: 51
- Referrals to SAM: primary care: 25
- As part of the Navigation Hub programming, a patient navigator was placed in the Department of Health (SDOH) screening seat. Practice Advisory (PA) was launched in E.W. Sparrow Medical Group (SMG) primary care practices. The new movement coordinators who may need additional support and triggers a prompt to the Navigation Hub. The centralized team of Resource Coordinators has received over 9,500 referrals.

Public Safety
- Canines and trainers were recognized as being top performing teams of National Association of Professional Canine Handlers 2022 out of 340 dogs from the United States and Canada.
- Canine team leader Ronald Patterson and Rocket became a SWAT K9 During Deployment School (SKDS) Certified Tactical School (CATS) certified team.
- Orrisotti, PA330, has been promoted to a Service Dog Handler at E.W. Sparrow Hospital.

- Our entire PA330 team was certified in Advanced Law Enforcement Rapid Response Training for Active Shooter (ALERRT) Level 1.
- Expanded outpatient ultrasound appointments (Sparrow Health Center Lansing).
- Expanded outpatient screening mammography appointments (Okemos Diagnostic Center).
- Implemented Meditouch Remote Application, expediting patient care in MRI (E.W. Sparrow Hospital).
- Implemented a variety of initiatives to provide cost savings.
- Meet weekly with Bio Med to provide updates on equipment and reduce bed repair downtown.
- Implemented a new alert system in Versus/bedsheets left in the hallway.

E.W. Sparrow Hospital
- Expanded outpatient screening.
- Implemented a variety of initiatives to provide cost savings.
- Meet weekly with Bio Med to provide updates on equipment and reduce bed repair downtown.
- Implemented a new alert system in Versus/bedsheets left in the hallway.

Sparrow Hospital
- E.W. Sparrow Hospital had 13 referrals in conducting our planned monthly mock codes in 2022 due to a more organized team.

Cardiology
- Achieved Chest Pain Accreditation (American College of Cardiology) and completed Central Telemetry Step 2, providing services to all critical Medical Surgical and Step-down units.

Discharge Lounge
- The Discharge Lounge (DCL) has been operating in its current location, 2 South, for over 10 months. The DCL is one location that has been successful in keeping our patients moving through the acute care setting. It provides a safe location for our patients, as their discharge process is completed.
- Annual outcomes through November 2022 include: 1,423 patients discharged, saving 218 days.

Medical Staff
- E.W. Sparrow Hospital achieved the highest ranking possible for our community hospital with new moms from the Michigan Alliance for Innovation on Maternal Health (MI AIM) with the Platinum ranking possible for its care of pregnant and new mothers.
- The American Society for Metabolic and Bariatric Surgery (ASMBS) honored Sparrow, in partnership with Michigan State University College of Human Medicine, in its current location, 2 South, for over 10 months. The DCL is one location that has been successful in keeping our patients moving through the acute care setting. It provides a safe location for our patients, as their discharge process is completed.
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Nursing
- Annual statistics for 2022 showed the following: 2022 Sparrow Annual Report
- Leader rounds completed: 4,106
- Caregiver kudos received: 2,004
- Caregiver performance metrics: 94% whiteboard completed
- 99% bedside shift report completed
- 89% of patients received care with patient satisfaction score of 68% above example provided.
AWARDS 2022

Sparrow TCI
In 2022, Niveth Patel, MD, joined the Sparrow Cardiovascular and Thoracic Surgery Department.

TCH's Echo Lab received reaccreditation through the Intersocietal Accreditation Commission (IAC), which marks 25 years for TCH's Echo Lab. By earning IAC accreditation we are showing referring physicians, patients, and insurers that our facility has undergone a rigorous evaluation and our processes comply with industry standards and is committed to continuous quality improvement.

With the addition of Fatima Ali-Ahmed, M.D., we implemented a continuous system panorama, allowing a more “natural” way to activate the heart.

SAISY Award
In February 2022, Lacie Jansen, RN, achieved a milestone by completing her 1,500th da Vinci surgery.

Daisy Award
In August 2022, Augusta Seitzer, RN, received the Daisy Award.

Daisy Nurse Leader of the Year
In 2022, Jill Bartolo, RN, received the Daisy Nurse Leader of the Year award.

Daisy Award
In 2022, Jill Bartolo, RN, received the Daisy Award.

Counselors of the Quarter
- Jeremy Patrick, RN, Emergency Department, and Karmen Bussell, RN, Medical Surgical Unit
- April Davis, ADH, SMG OB/GYN-Carson
- Taylor Miller, Surgical Services
- October Leslie Bliss, SMG Greenwich

Sparrow Carson Hospital

Counsel of the Quarter
- January: Patrick Knox, RN, Emergency Department, and Karmen Bussell, RN, Medical Surgical Unit
- April: Davis ADH, SMG OB/GYN-Carson
- July: Tabitha Miller, Surgical Services
- October: Leslie Bliss, SMG Greenwich

Sparrow Clinton Hospital

Sparrow Clinton Hospital caregivers continue to face the challenges of the COVID pandemic while meeting the needs of our growing community. 2022 was a year of celebration, growth, and expansion of services. Sparrow Clinton Hospital President Beth Dougherty retired in June 2022 and Kris McCarty assumed interim president responsibilities. Sparrow Clinton welcomed Erin Hombich, M.D., in the Obstetrics and Gynecology Department, and Angul Parwal, M.D., Steven Cler, D.O., became service chiefs for Radiology Services and Mark Weiselmuller, M.D., continued to show strong leadership as Chief of Staff.

Numerous quality projects were completed to improve care with sepsis, throughput, and facility-to-facility transfers. Ten members of the Sparrow Clinton family became LEAN-green belt certified. Baby Cally completed training as a Breast Health Navigator. Members of the Sparrow Clinton Team participated in the Diversity, Equity, Inclusion and Belonging Cohort and Women in Leadership cohort.

Patients honored Nurse Lily Bookend with the DAISY award. Sparrow

Sparrow Eaton Hospital

ALIVE
- Opened NURSING, the community café, in October 2022 under the operation of Sparrow Food and Nutrition.
- MIVS (invasive centers) membership increased by 10%.
- GROW (children’s enrollment area) membership increased by 40%.
- Hosted the first in-person major events since 2019 in the form of the ALIVE 10 Year Anniversary (January) and the Sparrow Eaton Women’s Health Experience (November) – both fine educational events.

Cardiopulmonary Rehabilitation
Sparrow Eaton Cardiopulmonary Rehabilitation increased its billable procedures by over 25% and had its most productive year ever.

Fulton Awards of Excellence
Three caregivers received Sparrow Eaton Hospital’s highest honors for exceptional contributions to patient care and the hospital’s success.

- Jessica Crooby, Emergency Coordinator - RN
- Rachel Lutzenhiser, RN, Emergency Department Manager - leadership service
- Savannah Wilson, RN, Registered Nurse in Med Surg - clinical service

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AWARDS 2022

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Leadership

- Sparrow Eaton Hospital President Helen Johnson, FACHE, was invited to speak at the 61st Becker’s Healthcare CEO & CFO Roundtable.
- Helen Johnson received the Senior-Level Healthcare Executive Award for Michigan & Northwest Ohio from the Michigan Health and Hospital Association.

Chief Nursing Officer Tiffany Friar completed her Doctorate of Nursing Practice (DNP).

DAISY Award

- Launched the DAISY program at Eaton and awarded Eaton’s first-ever DAISY Award to Sparrow Eaton Surgical caregivers.

Nurse of the Year:

- Awarded Nurse of the Year 2021 to Andrew Reule, RN, in May 2022.
- Sparrow Ionia Hospital Nurse of the Year: Amber Spitzley, BSN, RN.
- Sparrow Ionia Hospital was named Sparrow Ionia’s Nurse of the Year. Emergency Nurse Jodi Church, BSN, RN, was honored as Sparrow Ionia Hospital’s DAISY Award recipient. Attending the ceremony were Amber Spitzley, BSN, RN, Linda Reetz, MBA, BSN, RN, NE-BC; Kira Carter-Robertson, BSN; and Emergency Department Manager Steve Dexter, MSN, RN, CNRN; Sparrow Ionia Hospital President Tara Lanz, BSN, RN; and Sparrow Eaton Surgical caregivers.
- Steve Dexter, MSN, RN, CNRN, Director of Operations, served as an expert panel speaker at the Strategically Partnering for Age-Friendly Health in Michigan Conference.

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

- SAG Ionia
- SAG Muir
- SAG Portland
- SAG Saranac

Sparrow Ionia Hospital

- Steven Dexter, MSN, RN, CNRN, Director of Operations, served as an expert panel speaker at the Strategically Partnering for Age-Friendly Health in Michigan Conference.

- The following Sparrow Medical Group primary care practices were designated Patient Centered Medical Homes (PCMH) by Blue Cross Blue Shield of Michigan:
- SAG Ionia
- SAG Muir
- SAG Portland
- SAG Saranac

Patient Access

Six caregiver teams achieved Service Champion badges from Organizational Development: Charlotte Glover, Ashley Husdon, Audrey River, Elle Shoppe, Debbie Telfor, and Laura Young.

Primary Care

- Welcomed new physician Leglia Smith, D.O., to SAGI Charlotte’s practice.

Rehabilitation

The Sparrow Eaton Hospital Auxiliary hired a Visi-Pitch, an application-based software designed for voice and speech capture analysis, in November 2022. Visi-Pitch can be used for various patient diagnostics.

Sparrow Ionia Hospital

- Lisa Harris, MSN, BSN, RN, was instrumental in trialing the “SimPull” transfer assistance tool, which was recognized in Becker’s Healthcare CEO & CFO Roundtable.

DAISY Awards

- Amber Spitzley, BSN, RN (June)
- Andrew Reule, BSN, RN, CNRN (July)
- Ashley Brown, BSN, RN, CNRN (August)
- Kristy Beckholt, D.O., (September)
- Lisa Harris, MSN, BSN, RN (October)
- Amber Spitzley, BSN, RN (November)
- Tiffany Friar, DNP, RN, NEA-BC (December)

Hospitalist Adriss Faraj, M.D., was honored with the Sparrow Speak Up Award. Dr. Faraj is the first physician to receive this award for the health system.

The hospital was awarded a $1 million Emergency Healthcare Grant from the United States Department of Agriculture for rural health development.

Patient Access caregivers received certification on patient access workflows and responsibilities from Clarivate Healthcare Business Insights.

Sparrow Specialty Hospital

Sparrow Specialty Hospital (SSH) turned laser focus on enhancing quality of care and decreasing harm events in 2022. Central Line Associated Blood Stream Infection (CLABSI) fell with injury reduction; Catheter Associated Urinary Tract Infections (CAUTI) and C- difficile cases all decreased to all-time lows. SSH was also instrumental in trialing the “SimPull” transfer assistance tool, which was recognized in Becker’s Hospital Review.

Sparrow Specialty Hospital caregivers earned a high ranking in the health system in Caregiver Engagement, Diversity, Equity, Inclusion and Belonging, and Safety surveys in December 2021. SSH received a national Leadership Award in Overall Quality of Care from Professional Research Consultants for our work on using key driver questions to improve patient satisfaction.

On an individual level, Madeline Karmen graduated from the first cohort of the DRI Leadership Development program.

Also of note, President and Chief Nursing Officer Tina Gross completed the MAAP Excellence in Governance Fellowship Award, a comprehensive offering that focuses on four pillars: principles of effective governance, improving quality and patient safety; building collaborative medical staff partnerships; building strong relationships with the community and stakeholders; Kristy Beckholt, D.O., and Cory O’Brien, D.O., won the recipients of the Physician Leadership Award. This scholarship went to physicians who went to extraordinary lengths to protect the community during COVID surges, including doubling or tripling their hours and numbers of patients.
Sparrow Health System and our 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 Sparrow Specialty Hospital and hospitals serving rural communities in Carson City, Charlotte, Ionia, and St. Johns, and more than 120 sites of care across Mid-Michigan, Sparrow offers expert care throughout the area. We are proud to work with the 180-plus local community members who serve on our governing boards.

Strength in Leadership

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 Operating Officer
Sparrow Health System

Kira Carter-Robertson
Senior Vice President
Regional Operations
Sparrow Health System

Paul Entler, D.O.
Senior Vice President
Chief Medical Officer
Sparrow Health System

Mark Brisbane
President
Sparrow Carson Hospital

Amy Brown
Chief Nursing Officer
E.W. Sparrow Hospital

Brad Crawford
Vice President
Chief Operating Officer
Sparrow Medical Group

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

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

Kira Carter-Robertson
Senior Vice President
Regional Operations
Sparrow Health System

Paul Entler, D.O.
Senior Vice President
Chief Medical Officer
Sparrow Health System

Dennis Reese
President
Physicians Health Plan

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

Ami Kihn
Vice President
Population Health and Post-Acute Care
Sparrow Health System

Denny Martin, D.O.
Chief Medical Officer
E.W. Sparrow Hospital

Kathy Smith
Vice President
Sparrow Ionia Hospital

John Hyden, Esq.
Vice President
Legal and Risk Management
Sparrow Health System

Helen Johnson, FACHE
President
Sparrow Eaton Hospital

Kathy Smith
Vice President
Sparrow Health System

Mike Talin
Vice President
Sparrow Health System

Tina Gross
President and Chief Nursing Officer
Sparrow Specialty Hospital

Tom Ostrander
Vice President
Sparrow Clinton Hospital

Kristina McCarty
President
Sparrow Clinton Hospital

Brad Crawford
Vice President
Chief Operating Officer
Sparrow Medical Group

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

Ted Glynn, M.D.
Vice President
Medical Education and Research
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Lisa Pascow, FACHE
Vice President
Governance and System Effectiveness
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Dennis Reese
President
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Sparrow Health System

Denny Martin, D.O.
Chief Medical Officer
E.W. Sparrow Hospital

Kathy Smith
Vice President
Sparrow Health System

Mike Talin
Vice President
Sparrow Health System
Sparrow would like to recognize the following governance members who completed their service on a Board (as noted) in 2022. On behalf of Sparrow and the community we serve, we offer thanks for your dedication and contributions. Additionally, we would like to recognize those members who were honored in 2022 with an Emeritus designation by their respective Boards.

### Board Service Recognition

- **Sparrow Health System Board**
  - Robert Casler, M.D.
  - Alan Vierling, D.N.P., RN
  - LaKeeya Tucker, D.O.
  - David Thomas
  - Corey O’Brien, D.O.
  - Denny Martin, D.O.
  - William Howe
  - Deborah Ginsburg
  - Brittny Bogan
  - Sandra Pearson
  - David M. Hunt, Sr.
  - Christine Goeschel, RN, Sc.D.
  - Richard Bruner
  - Jeffrey Benson
  - Iftiker Ahmad, M.D.
  - John D. Pirich, M.D.
  - Sparrow Health Network/PHP Service Company/PHP Insurance Company
  - Waker Ahmad, M.D., co-chair
  - John Ayanian, M.D., co-chair
  - Tom Bres
  - Charles Grundstrom
  - Virginia Lowry
  - Charles Mason, M.D.

- **Sparrow Foundation Board**
  - Lisa Hildorf, M.D.
  - Stephanie Latek
  - Richard Schroeder
  - Michael Racine, M.D.
  - Daniyel McAlvey
  - Kira Carter-Robertson
  - Tim Capps
  - Kristy Beckholt, D.O.
  - Mary Lawless, M.D.

- **Sparrow Caron Hospital**
  - Carolee Hoffsommer, M.D.
  - Mark Beck
  - Leticia Aragon
  - Virginia Lowry
  - Charles Mason, M.D.

- **Sparrow Caron Development, Inc.**
  - Joseph Runy, chair
  - Tom Bres
  - Fred Davis, D.O.
  - Charles Grandstrand
  - Virginia Lowry
  - Robert Levanon, M.D.
  - Richard Timney

- **Sparrow Caron Hospital**
  - Carol Prable, Wink, MD
  - Kim Cooper
  - Christopher Coppel
  - Ron Gay
  - Donald Kuiper, M.D.
  - Scott Welker
  - Revonda Soper
  - Brett Ford
  - Dorothy E. Maxwell
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  - Richard A. Bass
  - Dolores Hughes, M.D.
  - Elmer Howard
  - Robert Casler, M.D.
  - Alan Vierling, D.N.P., RN
  - LaKeeya Tucker, D.O.
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- **Sparrow Superman Development, Inc.**
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  - Tom Bres
  - Fred Davis, D.O.
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  - Virginia Lowry
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  - Richard Timney

- **Sparrow Speciality Care**
  - Fred Davis, D.O.
  - Charles Grandstrand
  - Virginia Lowry
  - Robert Levanon, M.D.
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- **Sparrow Super Specialty Care**
  - Fred Davis, D.O.
  - Charles Grandstrand
  - Virginia Lowry
  - Robert Levanon, M.D.
  - Richard Timney

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  - Brittny Bogan...
Sparrow Foundation

The Sparrow Foundation is the philanthropic home of Sparrow Health System. Through the amazing generosity of our community, we ensure that Sparrow has the facilities, resources and skilled caregivers needed to meet the ever-growing healthcare needs of those in our region. Financial gifts remain vitally important as the Sparrow Foundation plays an integral role in the health system life cycle, inspiring awareness. Guidance for our mission is growing alongside the community we've seen the amazing generosity of our community, we created and dedicated Sparrow

The Sparrow Foundation is pleased to recognize the following organizations, entities, and corporate partners who contributed $2,500 or more in 2022. Our 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 2022. 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 2022. 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 who have given $25,000 or more, we offer our profound gratitude.

INDIVIDUAL DONORS

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