



ANNUAL REPORT 2019

A YEAR OF TRANSITION





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Thank you for taking time to review the Sparrow Annual Report for 2019, detailing a year of tremendous transition and achievement for our caregivers and the Lansing-area's only community-based, community-governed, community-owned health system.

The year was momentous in many ways as Sparrow Eaton Hospital formally became part of the Sparrow Family, we celebrated our collaboration with Michigan Medicine to bring superior pediatric subspecialty care to the area, and the Sparrow Herbert-Herman Cancer Center became among only a relatively few in the world with the incredible ViewRay Linear Accelerator radiation therapy system. These developments upgraded our already superior patient care and allow local families to stay close to home for state-of-the-art treatment.

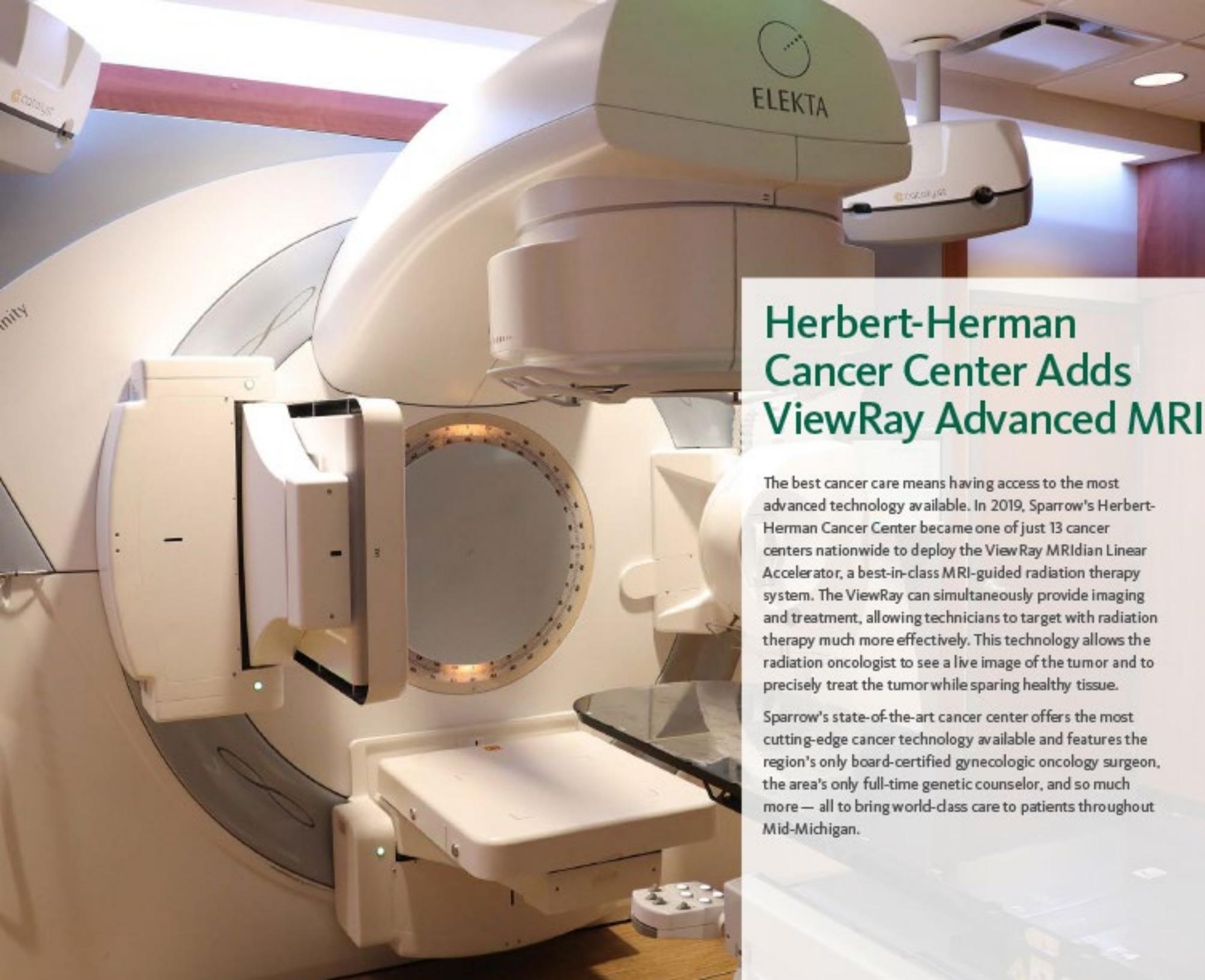
2019 also holds a special place for me because it's when I joined Sparrow. It's been an honor to watch and work alongside our 10,000 physicians, caregivers, and volunteers. Their passion, compassion and commitment to improving the health of the people in our communities is a wonder.

We hope this Annual Report is informative, interesting, and helps you learn a few things about Sparrow that maybe you didn't know. You'll get an overview of our outstanding programs and initiatives, our successes, our caregivers, the community leaders who comprise our governing boards, our finances, the Sparrow Foundation, and much more.

We appreciate you taking time to understand Sparrow as we continue to thrive and grow as Mid-Michigan's premier healthcare organization.

A handwritten signature in black ink, appearing to read "James F. Dover, FACHE".

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



Herbert-Herman Cancer Center Adds ViewRay Advanced MRI

The best cancer care means having access to the most advanced technology available. In 2019, Sparrow's Herbert-Herman Cancer Center became one of just 13 cancer centers nationwide to deploy the ViewRay MRIdian Linear Accelerator, a best-in-class MRI-guided radiation therapy system. The ViewRay can simultaneously provide imaging and treatment, allowing technicians to target with radiation therapy much more effectively. This technology allows the radiation oncologist to see a live image of the tumor and to precisely treat the tumor while sparing healthy tissue.

Sparrow's state-of-the-art cancer center offers the most cutting-edge cancer technology available and 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 care to patients throughout Mid-Michigan.



Sparrow and Michigan Medicine Celebrate Affiliation

The best pediatric care means having access to an array of pediatric specialists. In 2019, Sparrow Health System and Michigan Medicine, the academic medical center of the University of Michigan, announced a joint venture to expand pediatric services offered through the Sparrow Children's Center. The collaboration allows Mid-Michigan residents to receive world-class subspecialty care without having to leave the area and ensures young patients and their families have access to specialty care options close to home.

C.S. Mott Children's Hospital provides pediatric cardiology, pediatric gastroenterology and pediatric surgery services through clinics at the Sparrow Medical Professional Building. The affiliation with Sparrow Health System complements the care already provided by Michigan State University and Sparrow-employed physicians.

The affiliation agreement also included a minority investment by Michigan Medicine in Sparrow's health plan, Physicians Health Plan.





Sparrow Eaton Hospital Officially Joins Sparrow Health System

The best quality care means having access to local providers, as well as a variety of outpatient and inpatient hospital services. In 2019, Sparrow Eaton Hospital formally became part of Sparrow Health System, expanding and enhancing patient care and service to Charlotte and the Eaton County area. The transition capped a three-year transition of the former Hayes Green Beach (HGB) Memorial Hospital to becoming a Sparrow Community Hospital.

Throughout the transition, numerous successes have been achieved, from improved care for patients presenting at Hayes Green Beach with chest pain or stroke symptoms to implementing Sparrow's Electronic Medical Record system at the Charlotte hospital so that providers from throughout the region can better collaborate on care.

Sparrow remains extremely proud and excited to formalize this relationship but ultimately it's about patients and patient care. Sparrow is committed to continuing to expand upon the history of service and patient care that the former Hayes Green Beach provided. Investments already made in support of the Charlotte-area community include its Promise Project, which has brought major renovations to the Sparrow Eaton campus, including an expanded Surgery Department. The entities have also worked jointly to impact population health through services and education at AL!VE, Sparrow Eaton's experience-based health park in Charlotte.

Mobile Health Clinic Service Area Expansion

The best community care means having access to mobile health clinic services. In May 2019, Sparrow announced it would expand mobile clinic services to continue its efforts to reduce healthcare disparities. Serving as essentially a Sparrow primary care clinic on wheels, mobile visits were expanded to neighborhood centers, senior centers, shelters and apartment complexes throughout Ingham County.

Funded entirely by philanthropy, a new bus was purchased in 2019 to replace one the Ingham County Health Department had provided the previous three years. Today, generous donations to the Sparrow Foundation continue to help fund this important program; the Women Working Wonders Mobile Health Endowment will support these efforts for perpetuity.

Services provided through mobile health clinics include free testing, referrals, vaccinations, prenatal care and behavioral health care, as well as cancer, hypertension, cholesterol, diabetes and other health screenings.





Physicians Health Plan (PHP) Unveils Medicare Advantage

Access to the highest quality medical providers and exceptional healthcare benefits means having a personalized insurance plan at all stages of life. In October 2019, Physicians Health Plan (PHP) announced that it would offer Medicare Advantage plans across 12 Michigan counties beginning in 2020. The new offerings quickly became the fastest growing new Medicare Advantage plans* in the Mid-Michigan and Saginaw Bay regions – enrolling over 3,000 Medicare Advantage members in its first year.

Sparrow Advantage is available in Clinton, Eaton, Gratiot, Ingham, Ionia, Montcalm, and Shiawassee counties while Covenant Advantage, in partnership with Covenant HealthCare, is available in Saginaw, Bay, and Tuscola

counties. In Calhoun and Kalamazoo counties, seniors have access to care through PHP Advantage.

For nearly 40 years, PHP has served as a locally-managed, community-based health plan delivering local, personal, and flexible care. PHP's new Medicare Advantage plans represent an important new way in which Sparrow continues to improve the health and wellness of our community.

* Based on the highest volume of 2020 new Medicare Advantage membership in the counties of Bay, Clinton, Eaton, Gratiot, Ingham, Ionia, Montcalm, Saginaw, Shiawassee, and Tuscola from CMS enrollment data published February 2020 (cms.gov)





Mother & Infants

The best mother/baby care means offering the latest in obstetrics and gynecological services. In 2019, Sparrow caregivers and providers took steps to organize OB/GYN services into a formal systemwide service line. A major step forward included collaborating with the Michigan Department of Health and Human Services' Regional Perinatal Quality Cooperatives (Region 7). Other key components of this effort included rolling out the Blue Cross Blue Shield Obstetrics Initiative, which focuses on the

safe reduction of primary cesarean; new induction pathway implementation and primary cesarean births and the addition of aromatherapy.

Additional initiatives rolled out in 2019 included a new process for debriefing all deliveries and the standardization of postpartum education with a discharge video.





Orthopedics

Sparrow is the only hospital in Mid-Michigan to be certified as a Center of Excellence by The Joint Commission for meeting the highest national standards in hip and knee replacement.

During 2019, Sparrow added a dedicated Orthopedics administrator to begin the implementation of a coordinated approach to orthopedic delivery across the health system, improving care to patients. Sparrow Orthopedics is among the state's top performers in the timely management of hip fractures.





Urology

In the first full year of our new Sparrow Medical Group Urology practice, Sparrow continued to expand its urology services and recruit specialists who are leading experts in the field.

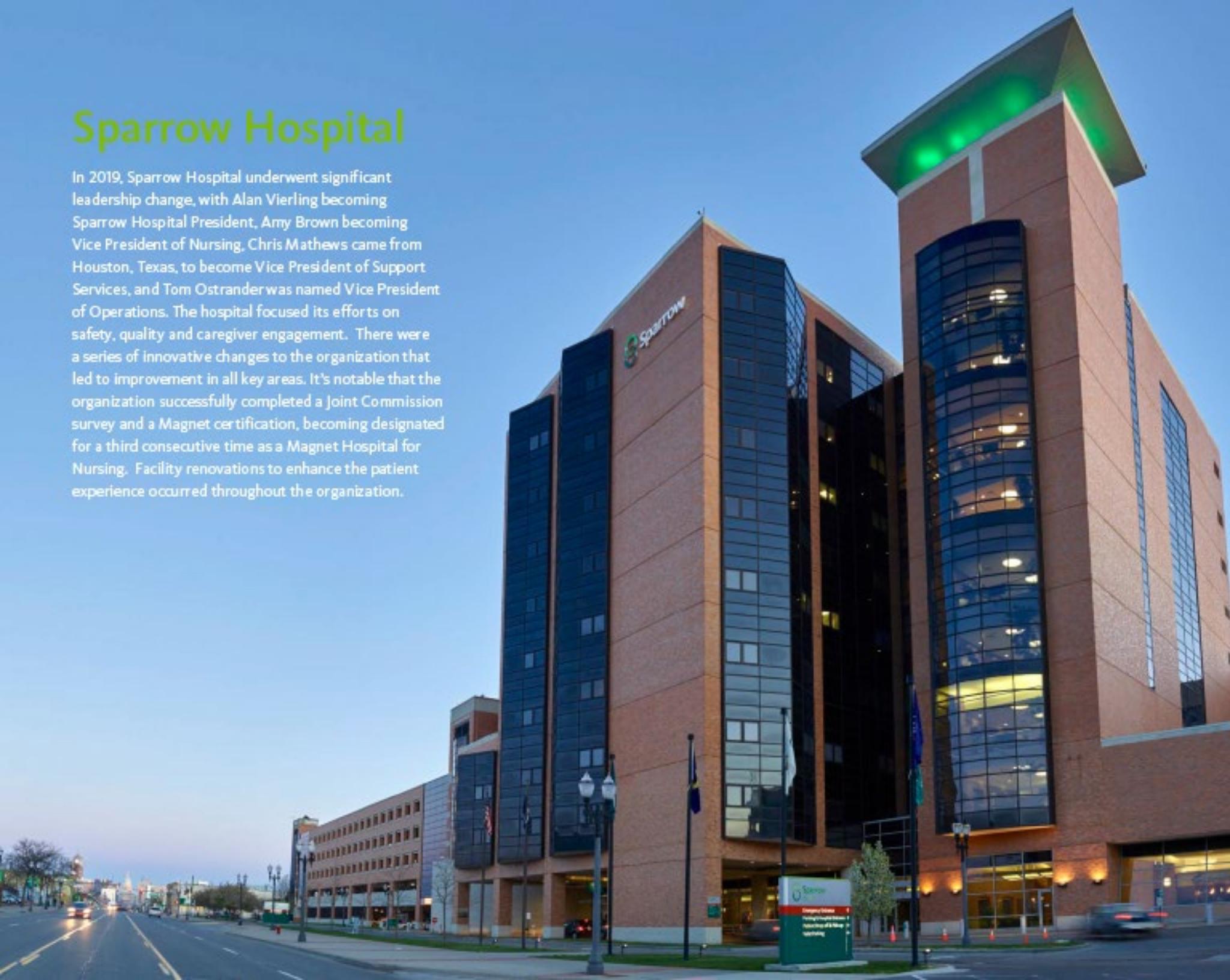
Sparrow is proud to provide industry-leading specialized urological care for Mid-Michigan.

With more than 30 years of combined experience, Sparrow's urology team has been recognized for its mastery of technically challenging procedures. The team is especially

skilled in minimally invasive robotic-assisted surgery techniques, deploying Sparrow Hospital's state-of-the-art technology.

Sparrow Hospital

In 2019, Sparrow Hospital underwent significant leadership change, with Alan Vierling becoming Sparrow Hospital President, Amy Brown becoming Vice President of Nursing. Chris Mathews came from Houston, Texas, to become Vice President of Support Services, and Tom Ostrander was named Vice President of Operations. The hospital focused its efforts on safety, quality and caregiver engagement. There were a series of innovative changes to the organization that led to improvement in all key areas. It's notable that the organization successfully completed a Joint Commission survey and a Magnet certification, becoming designated for a third consecutive time as a Magnet Hospital for Nursing. Facility renovations to enhance the patient experience occurred throughout the organization.



COMMUNITY HOSPITALS



Sparrow Carson Hospital

In 2019, Sparrow Carson transitioned its accreditation to The Joint Commission and earned TJC's gold seal of approval and commendation for continuous quality improvement efforts in patient safety and quality of care. Additionally, Sparrow Carson Hospital received designation from the Michigan Department of Health and Human Services as a Level IV Trauma facility, reflecting the hospital's level of expertise in providing advanced trauma life support prior to transferring patients to higher-level trauma center.

To better serve the greater Carson community, Sparrow Medical Group added an Internist and a Urologist to its Carson-area team of providers and the Sparrow Carson Walk-in Clinic expanded its service hours from three half days to 5.5 days per week. And, as part of its efforts to encourage healthy living and provide wellness education, Sparrow Carson offered free events such as a women's showcase and "Hear about your Heart," as well as family fun night. Sparrow Carson also actively attends events to further provide education and partner with the local communities we serve. From distributing back-to-school supplies and vaccination information at local elementary schools, to hosting educational booths on health-related topics, and sponsoring events, Sparrow Carson truly is part of the community.

COMMUNITY HOSPITALS



Sparrow Clinton Hospital

2019 proved a remarkable year for Sparrow Clinton Hospital, beginning with the hard work and dedication of all caregivers which resulted in re-designation as a Pathway to Excellence Hospital by the American Nurses Credentialing Center for 2019-2023.

Sparrow Clinton garnered more state and national accolades, receiving the Michigan Peer Review Organization Governor's Award of Excellence for Effective Reporting and Measurement for Critical Care Hospitals, and a 5-Star Award for Overall Hospital Rating and a 4-Star Award in the Emergency Department for Overall Quality of Care from Professional Research Consultants, Inc., based on outstanding patient satisfaction scores.

Accredited by The Joint Commission (TJC), Sparrow Clinton secured additional recognition from that prestigious group with pharmacy's TJC Certificate of Distinction for Medical Compounding in 2019. The hospital's physician practice, Sparrow Medical Group St. Johns was the first in the nation associated with a critical access hospital to earn The Joint Commission Gold Seal of Approval for Primary Care Medical Home Certification in 2015 with re-designation in 2018.

In addition, the hospital has continued to serve people of Clinton County as a Level IV Trauma Center since designation by Michigan Department of Health and Human Services in 2017.



Sparrow Eaton Hospital

On Oct. 1, 2019, Hayes Green Beach Memorial Hospital officially became Sparrow Eaton Hospital and had numerous successes throughout the year as it solidified its relationship with Sparrow Health System. In 2019 Sparrow Eaton broke ground on its *Promise Project* which included a robust removal of 1950s and 1960s hospital wings to expand and update amenities for patients and caregivers. New endoscopy suites and surgery infrastructure, the relocation of lab services and relocation of the hospital's Urgent Care to the 616 Meijer Drive were also key components of the project, as was the modernization of the exterior facade, including the picturesque Sparrow Eaton tower seen when entering Charlotte from the north. Another notable milestone included the addition of a new practitioner at the Sparrow Eaton Rapids practice.

As always, community and generosity remained focuses areas for Sparrow Eaton. The hospital launched its Community Paramedic Program in 2019, thanks to funding through the Michigan Health Endowment fund to continue to provide care to the patient in their home. This was after a successful community paramedic pilot program in 2017, with funding received from Capital Region Community Foundation's Impact Grant.

ALIVE saw tremendous growth surpassing 2,000 LINK card holders and achieved an overall rating in 2019 of 85. MOVE, the fitness center at ALIVE, eclipsed 2,000 members, achieving its highest membership to date. EMPOWER, home to rehabilitation services at ALIVE, initiated vision therapy, added Lite Gait/Gait Screen to assist in providing therapy for neuropatients and saw not only a steady increase in referrals but an average customer service rating of 98 percent in their implementation of PTO (focus on therapeutic outcomes) which began in 2019.

COMMUNITY HOSPITALS



Sparrow Ionia Hospital

Sparrow Ionia Hospital is an award-winning hospital recognized at the state and national level for providing safe, quality care and remains committed to the communities we serve by collaborating with the different agencies promoting improved health and wellness. In addition, Sparrow Ionia Hospital Pharmacy is nationally recognized and has received Joint Commission Medication Compounding certification and verification by The National Association of Boards of Pharmacy.

In 2019, Sparrow Ionia and Sparrow Medical Group family practices in Muir, Portland, Ionia and Saranac received the MPRO Governor's Award of Excellence in the following categories: Effective Reporting and Measurement, Improving Heart Health, Improving Antimicrobial Stewardship and Improving Diabetic Management.

Sparrow Ionia Hospital received, for the third consecutive year in 2019, a 4-Star rating from the Centers for Medicare and Medicaid Services Hospital Compare, and following a rigorous review process, Sparrow Ionia was designated a Level 4 Trauma hospital by the State of Michigan.

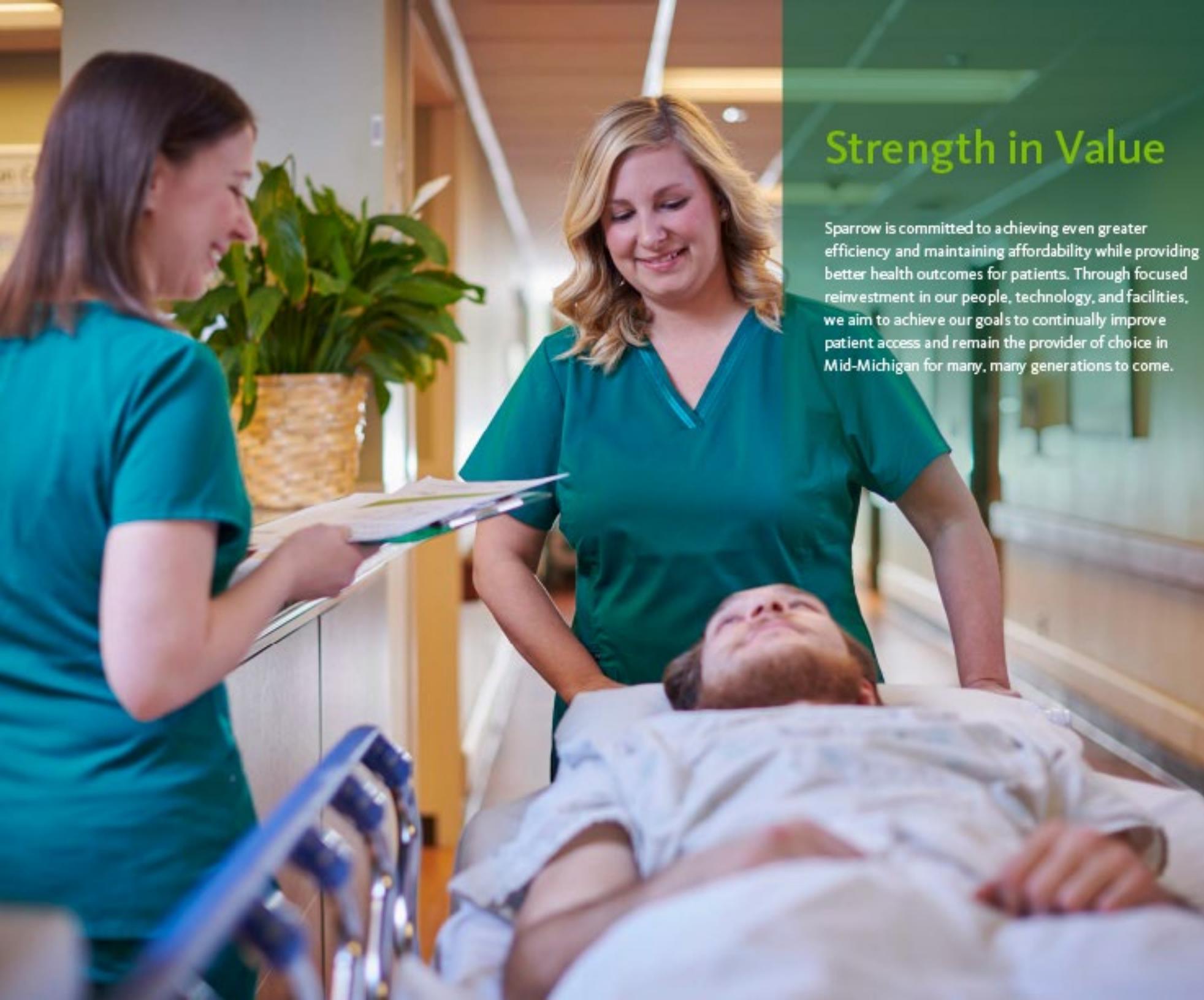


Sparrow Specialty Hospital

Sparrow Specialty Hospital remained the highest ranked Sparrow Affiliate for Caregiver Engagement in 2019 with patient satisfaction ratings in the top decile. Overall Quality of Care at the 89.6th percentile and Quality of Nursing Care at 96.6th percentile.

Caregivers at Sparrow Specialty Hospital launched several new pilot programs aimed at enhancing quality in areas such as constipation protocols, sepsis and utilization of the Therawork Product. Caregivers also focused on preparation for a 2020 pilot program to roll out eQuality Boards.

Continuing its dedication to community, caregivers from Sparrow Specialty Hospital continued to focus on efforts to increase awareness of important health topics and the safe disposal of unused medications.



Strength in Value

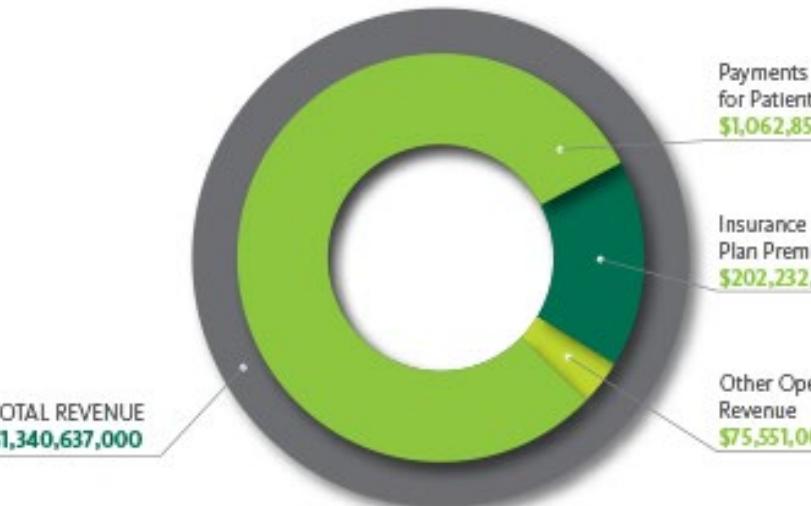
Sparrow is committed to achieving even greater efficiency and maintaining affordability while providing better health outcomes for patients. Through focused reinvestment in our people, technology, and facilities, we aim to achieve our goals to continually improve patient access and remain the provider of choice in Mid-Michigan for many, many generations to come.

2019 FINANCIALS

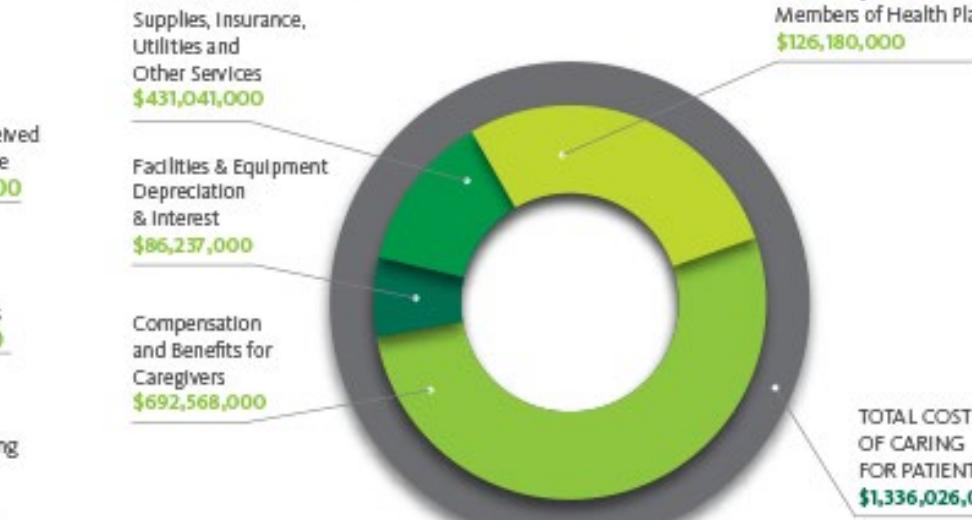
2019 Financial Performance Summary



2019 Total Revenue



2019 Total Expenses





Excellence

Sparrow Health System continues to deliver leading clinical care and is proud to share our most recent state and national recognitions as they demonstrate our emphasis on quality care and our focus on providing a compassionate and caring patient experience. The following awards and accolades represent the patient-centered, evidence-based best practices that exemplify the Sparrow Way.

AWARDS 2019

Sparrow Health System/ Hospital

Alliance for Innovation in Maternal Health (AIM) – Michigan

Sparrow received Silver Distinction from MI AIM for 2019.

American College of Cardiology – Chest Pain – MI Registry

Sparrow received a Gold Performance Achievement Award.

American College of Surgeons

Sparrow Hospital was re-verified as Level 1 Trauma Center by the American College of Surgeons.

American Heart Association/American Stroke Association Awards

The Sparrow Comprehensive Stroke Center continues to be recognized by the American Heart Association and American Stroke Association by achieving Get with the Guidelines-Stroke Gold Plus award, the highest award given for stroke performance measures. Sparrow Hospital was also recognized as a recipient of the AHA/ASA's Target: Stroke Elite Honor Roll with Target: Type 2 Diabetes Honor Roll Award.

American Hospital Association

Sparrow Hospital continues to be named one of the nation's top Most Wired Hospitals, in the 20th Annual Health Care's Most Wired® survey, conducted by Hospitals & Health Networks and sponsored by the American Hospital Association (AHA).

Gift of Life Michigan Inaugural Donation Champion Award

Sparrow's John Foren was recognized in the category of Hospital PR/Marketing for his efforts to help fulfill the wishes of donors and their families and promote the Michigan Organ Donor Registry.

American Nurses Credentialing Center

Sparrow Hospital has earned the nation's most prestigious honor for nursing achievement and excellence – recognition as a Magnet Hospital by the American Nurses Credentialing Center. Considered the "gold standard" for nursing care in hospitals, Magnet status is held by only about six percent of hospitals nationwide.

Blue Cross Blue Shield of Michigan

Sparrow Bariatric Surgery continues to hold the distinction of a Blue Cross Center of Excellence.

Sparrow is designated a Blue Distinction Center+ in Spine.

College of Healthcare Information Management Executives (CHIME)

Sparrow Hospital earned a top ranking for use of technology in improving patient care as a recipient of CHIME's 2019 Most Wired recognition - certified level 7. The Most Wired program conducts an annual survey to assess how effectively healthcare organizations apply core and advanced technologies into their clinical and business programs to improve health and care in their communities. Level 7 recognition means Sparrow has deployed technologies and strategies to achieve meaningful clinical outcomes and efficiency standards that directly impact patient care. Sparrow has made tremendous technological strides in recent years, with the iSparrow electronic medical record system, MySparrow, MyChart Bedside, and other innovations that have made care more accessible to consumers and improved how we deliver it.

Professional Research Consultants, Inc. – Excellence in Healthcare Awards

Sparrow Hospital Inpatient Pediatrics and Sparrow Hospital Regional Neonatal Intensive Care Unit were recognized by Professional Research Consultants, Inc. with 5-star awards.

Sparrow Heart and Vascular Center

Sparrow Heart and Vascular Center continues to be recognized as a Blues Distinction Center+ in Cardiology.

Intersocietal Accreditation Commission

Sparrow Thoracic Cardiovascular Institute continues to be IAC accredited in the field of Nuclear Cardiology, Echocardiography and Vascular Ultrasound.

Leapfrog Group

Sparrow Hospital earned an "A" for patient safety in Fall 2019 Leapfrog Group scorecard of 2,600 hospitals nationwide, reflecting the hospital's commitment to quality and safety, and meeting the needs of every patient, every time.

Sparrow Hospital has again earned the highest level of trauma center certification and remains mid-Michigan region's only Verified Level 1 Trauma Center for adult and pediatric patients.

Michigan Works! Impact Award

Sparrow Health System was selected as a Michigan Works! Association Impact Award winner, honoring the first achievements in workforce development statewide.

MPA House of Delegates

Curtis Smith, Pharm. D., BCP, FCCP, received the Ernie Koch Striving for Excellence Award for his exemplary commitment to the MPA House of Delegates.

Professional Research Consultants, Inc. – Excellence in Healthcare Awards

Sparrow Hospital Inpatient Pediatrics and Sparrow Hospital Regional Neonatal Intensive Care Unit were recognized by Professional Research Consultants, Inc. with 5-star awards.

AWARDS 2019

Sparrow Pharmacy

Heather Schalk, Pharm.D., BCPS, became board certified in pharmacotherapy.

The Joint Commission

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

Sparrow is also the only Michigan-based health system to be part of the prestigious Mayo Clinic Care Network – giving our doctors additional clinical resources and direct access to experts at Mayo Clinic.

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

The Sparrow Total Joint Replacement Program has been accredited by The Joint Commission for eight consecutive years, reflecting the highest national standards for safety and quality of care in these orthopedic procedures.

Sparrow Hospital and Sparrow Regional Cancer Center received Certificate of Distinction for Medication Compounding based on compliance with national standards, clinical guidelines, and outcomes of care.

World Health Organization Baby Friendly® Designations

Sparrow remains Mid-Michigan's first and only hospital to earn WHO Baby Friendly® Designation, a national benchmark in quality care for mothers and babies. To date, only 477 U.S. hospitals hold this designation.

Sparrow Physician of the Year

Sparrow recognized David Luginbill, D.O. as its 2019 Sparrow Physician of the Year.

Nurse of the Year

Cyndi Dupuis, BSN, RN, CCRN, a Sparrow Critical Care Float Nurse, was named Sparrow's 2019 Nurse of the Year.

Advanced Practice Nurse of the Year

Elizabeth Anderson, MSN, AGCNS-BC, a Sparrow Clinical Nurse Specialist, Nursing Education, was named Sparrow's 2019 Advanced Practice Nurse of the Year.

Charge Nurse of the Year

Justen Walter, RN, BSN, a Sparrow Cardiac Progressive Unit, was named Sparrow's 2019 Charge Nurse of the Year.

Preceptor of the Year

Erin Gilbert-Byres, BSN, RN, C-EFM, Sparrow Labor and Delivery; and Amanda Tanner, RN, BSN, Cardiac Stepdown were named 2019 Sparrow Preceptors of the Year.

Two Sparrow medical teams were also cited for providing exceptional care and for research projects aimed at improving patient care.

Sparrow's Pain Resource Committee and the Regional Neonatal Intensive Care Unit Nursing team were recognized with Nursing Excellence awards.

Mary Free Bed at Sparrow

Professional Research Consultants, Inc. – Excellence in Healthcare Awards

Mary Free Bed at Sparrow was recognized by Professional Research Consultants, Inc. as the top performer in the nation for "Overall Quality of Care" for Inpatient Rehabilitation units (second year in a row).

Sparrow Herbert-Herman Cancer Center

American College of Surgeons

Sparrow Cancer Center continues its Commission on Cancer program accreditation from the American College of Surgeons.

Medical Oncology continues its three-year re-certification with the Quality Oncology Practice Initiative (QOPI).

Multi-Disciplinary Breast Clinic continues its three-year full accreditation with the National Accreditation Program for Breast Centers.

In 2019, Sparrow's Herbert-Herman Cancer Center became one of just 13 cancer centers nationwide to deploy the ViewRay MRIdian Linear Accelerator, a best-in-class MRI-guided radiation therapy system. The ViewRay can simultaneously provide imaging and treatment, allowing technicians to target with radiation therapy much more effectively.

Gordan Srkalovic, M.D., Ph.D., Medical Director of Herbert-Herman Cancer Center and Director of Cancer Clinical Trials and Precision Medicine, continued to set himself apart as a leading expert in Oncology/Hematology Precision Medicine and Genomics by publishing seven documents on the topic in 2019.

Gordan Srkalovic, M.D., Ph.D., Medical Director of Herbert Herman Cancer Center and Director of Cancer Clinical Trials, was invited by the journal Acta Medica Academica to anchor an issue focused on "Genomics in Hematology and Oncology Practice." Dr Srkalovic collaborated with leading oncologists to create an excellent summary of the current knowledge of cancer genomics. In addition, eight Sparrow cancer specialists also contributed to the project.

Sparrow Medical Group

Blue Cross Blue Shield of Michigan (BCBSM) Patient Centered Medical Homes

The following Sparrow Medical Group primary care practices were designated as Patient Centered Medical Homes (PCMH) by Blue Cross Blue Shield of Michigan in 2019:

- » SMG Ashley
- » SMG Carson City
- » SMG DeWitt
- » SMG Fowler
- » SMG Greenville
- » SMG Holt
- » SMG Ionia
- » SMG Ithaca
- » SMG Lansing
- » SMG Lansing Internal Medicine
- » SMG Mason
- » SMG Muir
- » SMG North
- » SMG Okemos
- » SMG Pediatrics Carson City
- » SMG Portland
- » SMG Potterville
- » SMG Saranac
- » SMG St. Johns
- » SMG West
- » SMG Williamston
- » Sparrow Family Medicine Residency Central
- » Sparrow Family Health Center - Central
- » Sparrow Family Health Center - Mason

The Sparrow Eaton Hospital PCMH-designated practices were:

- » Charlotte Medical Group (SMG Family Medicine 123)
- » Family Care Specialists (SMG Family Medicine 123)

- » HGB Internal Medicine (SMG Charlotte Internal Medicine / Pediatrics)
- » One Team Family Health (SMG Eaton Rapids Family Medicine)
- » Scot Randall D.O. (SMG Charlotte Family Medicine).

Sparrow Michigan Athletic Club

Since 1998, the Sparrow Michigan Athletic Club (MAC) has been recognized on Club Industry's Top 100 Clubs in the United States. The magazine ranked the MAC eighth overall on its list of top 100 clubs in the United States. No other single-operated location was ranked higher. The MAC was recognized for several reasons, including being one of the largest clubs in the U.S., its high customer retention rate, and a number of active accounts.

Sparrow Thoracic and Cardiovascular Institute

All Sheikh, D.O., joined the team in 2019, bringing advanced electrophysiology procedures to Sparrow.

Sparrow Carson Hospital

Centers for Medicare and Medicaid (CMS)

Sparrow Medical Group OBGYN Carson City was certified as a Medicare and/or Medicaid rural health clinic (RHC) provider for 2019.

College of American Pathologists

The Sparrow Carson Hospital laboratory received Accreditation by the College of American Pathologists.

AWARDS 2019

DaVinci Surgical System Milestone

Sparrow Medical Group OB/GYN Carson Physician Michelle Becher, D.O., was recognized for performing 1,000 daVinci Surgical System procedures at Sparrow Carson Hospital.



Sparrow Medical Group OB/GYN Carson Physician Michelle Becher, D.O. (center), was recognized for an extraordinary milestone: performing 1,000 daVinci Surgical System procedures at Sparrow Carson Hospital.

Michigan Department of Health and Human Services

Sparrow Carson is designated as a Level IV Trauma facility from MDHHS reflecting the hospital's level of expertise in providing advanced trauma life support prior to transferring patients to a higher-level trauma center.

Professional Research Consultants, Inc. – Excellence In Healthcare Awards

Sparrow Carson Hospital was recognized by Professional Research Consultants, Inc. with a 4-Star award in the category of "Overall Hospital Rating" and the Sparrow Carson Emergency Department received a 4-Star rating in "Overall Quality of Care."

The Joint Commission

In 2019, Sparrow Carson transitioned its accreditation to The Joint Commission and earned TJC's Gold Seal of Approval® and commendation for continuous quality improvement efforts in patient safety and quality of care.

Sparrow Carson Hospital Inpatient Pharmacy received a Certificate of Distinction for Medical Compounding by The Joint Commission, based on compliance with national standards, clinical guidelines and outcomes of care.

Nurse of the Year

Kelsie Smith, RN, Med/Surg nurses, was named the Sparrow Carson Hospital 2019 Nurse of the Year.



Sparrow Clinton Hospital

American College of Radiology

Sparrow Clinton Hospital Mammography services are accredited for quality and safety - May 2019-2022.

Michigan Peer Review Organizations (MPRO)

Sparrow Clinton Hospital received the MPRO Governor's Award of Excellence for Effective Reporting and Measurement for Critical Care Hospitals. The award recognizes outstanding achievements in improving the quality of health care.

Sparrow Medical Group St. Johns received the MPRO Governor's Award of Excellence in Diabetes Management, Antibiotics Stewardship and Heart Health.

Pathway to Excellence

Sparrow Clinton Hospital received American Nurses Credentialing Center's Pathway to Excellence redesignation.

Sparrow Clinton Hospital Nurses made three poster presentations at the 2019 Pathway conference: Learn what Patients Want: Start a Patient & Family Advisory Council; Getting to Zero: Mitigating Workplace Violence in the Emergency Department; CNOR Education: Creating a New Culture. In addition, SCH Nurses gave a podium presentation on One Team, One Mission: Enhanced Recovery After Surgery.

Professional Research Consultants, Inc. – Excellence In Healthcare Awards

Sparrow Clinton Hospital was recognized by Professional Research Consultants, Inc. with a 5-Star award in the category of "Overall Hospital Rating" and the Sparrow Clinton Emergency Department received a 4-Star rating in "Overall Quality of Care."

The Joint Commission

Sparrow Clinton Hospital received TJC's Certificate of Distinction for Medical Compounding, based on compliance with national standards, clinical guidelines, and outcomes of care. The hospital's physician practice, Sparrow Medical Group St. Johns was the first in the nation associated with a critical access hospital to earn The Joint Commission Gold Seal of Approval for Primary Care Medical Home Certification in 2015 with re-designation in 2018.

Nurse of the Year

Marcy Snyder, MSN, RN, CCRN-P was named Sparrow Clinton Hospital's 2019 Nurse of the Year.

Sparrow Eaton Hospital

American College of Radiology

Sparrow Eaton Breast Care Center earned accreditation in mammography and stereotactic biopsy.

College of American Pathologists

Sparrow Eaton Laboratory earned accreditation from the College of American Pathologists.

Michigan Peer Review Organizations (MPRO)

Sparrow Eaton Hospital, formerly Hayes Green Beach Memorial Hospital, received MPRO's 2019 Governor's Award of Excellence for Outstanding Achievement in Improving Antibiotic Stewardship in an outpatient setting.

Sparrow Ionia Hospital

Centers for Medicare & Medicaid Services

Sparrow Clinton Hospital Medical/Surgical Unit achieved the CMS Four Star Rating for Patient Satisfaction.

Sparrow Medical Group Ionia was re-certified as a Medicare and/or Medicaid rural health clinic (RHC) provider for 2019.

Michigan Department of Health and Human Services (MDHHS)

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

Michigan Peer Review Organization (MPRO)

Sparrow Ionia received the 2019 Governor's Award of Excellence for Outstanding Achievement in Effective Reporting and Measurement.

Sparrow Medical Group Ionia and Sparrow Medical Group Saranac received 2019 MPRO Governor's Awards of Excellence for Outstanding Achievement in Improving Heart Health.

Sparrow Medical Group Ionia and Sparrow Medical Group Muir received 2019 MPRO Governor's Awards of Excellence for Outstanding Achievement in Improving Diabetic Management.

Sparrow Medical Group Ionia, Sparrow Medical Group Saranac, Sparrow Medical Group Portland, Sparrow Medical Group Muir all received 2019 MPRO Governor's Awards of Excellence for Outstanding Achievement in Improving Antibiotic Stewardship.

National Association of Boards of Pharmacy

Sparrow Ionia was designated a Verified Pharmacy Program by the National Association of Boards of Pharmacy.

National Organization of State Offices of Rural Health (NOSORH)

Sparrow Ionia received a 2019 NOSORH Performance Leadership Award for Outcomes.

The Joint Commission

Sparrow Ionia Hospital received TJC Medication Compounding accreditation with zero recommendations for improvement.

Nurse of the Year

Kathleen Raby, RN, Oncology/Hematology Center, was named the Sparrow Ionia Hospital 2019 Nurse of the Year.



securing all reusable surgical items in appropriate transporting device.

Sparrow Specialty Hospital also implemented the following pilot programs in 2019:

- » Constipation Protocol
- » Theraworx Product
- » Sepsis Predictive Model
- » eQuality Boards preparation to be rolled out in 2020

Sparrow Specialty Hospital

Sparrow Specialty Hospital was the highest ranked Sparrow Affiliate for Caregiver Engagement in 2019, remaining at 4.36 from the previous year.

2019 Patient Satisfaction Top Decile Results:

- » Overall Quality of Care 89.6th percentile
- » Overall Quality of Nursing Care 96.6th percentile

Sparrow Specialty Hospital participated in the 2019 Safety Poster Fair for CLABSI and Sepsis Screening projects.

SSH Nursing Unit Based Council is a shared governance program that gives nurses the opportunity to take part in solving problems and identifying future goals:

- » Primary goals for 2019 included addressing two Caregiver Engagement Questions "My Opinion Counts" and "My Coworkers Committed to Quality Care."
- » The Nursing Skills fair and enhanced communication helped to drive up "My Opinion Counts" and the Overall rating while the Mean score increased from 4.04 to 4.37.

Sparrow Specialty Hospital proudly partners with local nursing programs at Michigan State University, Baker College and Lansing Community College.

Sparrow Specialty Hospital initiated its journey to identify safety and security risks associated with environment of care and implemented a new Behavioral Emergency Response Team and implemented a new aid in the sterilization process,

Leadership

At Sparrow, we believe that organizational strength starts at the leadership level.

As the region's only community-based, community-governed health system, we are proud to have the involvement of approximately 160 local community members who serve on Sparrow's 18 governing boards.

Their involvement helps ensure we act as a cohesive health system and maintain our quality standards. Board members provide invaluable leadership and guidance, taking the long-term view of where we should be going as a health system to best address patient needs.



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The Sparrow Foundation is the philanthropic arm of Sparrow Health System. Together, we inspire the charitable support of our community to ensure world-class care, treatments, technology, education and research for all those in our region. By giving a gift to the Sparrow Foundation, you are investing in the health of our community and making a difference, today and every day. When it comes to healthcare, a gift from ONE is a gift to ALL.



SPARROW FOUNDATION 2019 GRANTS & AWARDS SUMMARY BY CATEGORY AS OF DEC. 31, 2019

Sparrow Hospital

Programs and Outreach

Hospice	\$345,000
Oral Health	\$300,000
Pediatric	\$153,434
Oncology	\$67,091
Healthy Lifestyles	\$70,645
Other	\$35,366
Total	\$971,536

Equipment and Technology

Patient Services	\$499,837
Pediatric	\$273,211
Labor and Delivery	\$138,747
Hospice	\$61,111
Other	\$53,484
Total	\$1,026,390

Education and Research

Physician and Residency Education	\$75,368
Nurse and Staff Education	\$64,980
Total	\$140,348

Construction & Renovation

Refresh/Renovations on 4F, 4S, 7S, 7N	\$174,047
Herbert Herman Cancer Center Campaign	\$84,000
Total	\$258,047

Other Grants and Support

Care for the Caregivers	\$155,191
Other	\$7,490
Total	\$162,681

Total Grants and Awards **\$2,559,002**

ANNUAL FUNDS
\$601,359

15%

CHILDREN'S MIRACLE NETWORK
\$482,929

12%

EVENTS
\$1,349,561

34%

MAJOR GIFTS
\$1,035,907

26%

PLANNED GIVING
\$382,483

10%

SOLICITED GRANTS
\$78,505

2%

\$3,930,744 TOTAL

CORPORATE PARTNERS

The Sparrow Foundation is pleased to recognize the following organizations, entities, and Corporate Partners who contributed \$2,500 or more in 2019. Our friends who are also members of the Sparrow Philanthropist League (with cumulative giving of \$10,000 or more) are designated by an * after their name. We are grateful for these partners in health and hope you will join us in thanking them for their investments in extraordinary care.

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CVS Health*
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Michigan Health & Hospital Association*
Michigan Millers Mutual Insurance

Company*
Michigan Orthopedic Center*
Michigan Professional Insurance Exchange*
Michigan State University College of Human Medicine*
Michigan State University Department of Athletics*
Granger Construction Company*
Mid-Michigan Mechanical Contractors Association*
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Recognition of our donors is extremely important to us, and we have made every effort to ensure this list is accurate and all-inclusive. If you feel we have made an error or omission, please contact us by emailing foundation@sparrow.org or by phone at 517.364.3620.

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We are proud to recognize the individual donors who gave \$1,000 or more to the Sparrow Foundation in 2019. Those generous friends who are also members of the Sparrow Philanthropist League (with cumulative giving of \$10,000 or more) and the Circle of Sparrow are noted by the * following their name. To those listed below, and others that chose to make a gift to Sparrow in 2019, we extend our heartfelt gratitude. Your gifts are making a difference, every day.

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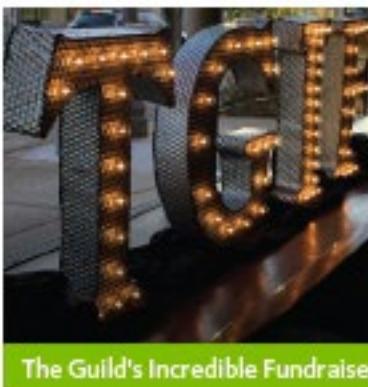
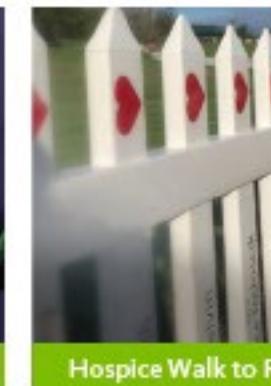
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