



# Sparrow of the Future

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ANNUAL REPORT 2022



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## OUR MISSION

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

## OUR VISION

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

## OUR VALUES

### *Innovation*

Finding new ways to improve the quality of health services

### *Compassion*

Providing "radical loving care" for everyone

### *Accountability*

Accepting responsibility for our actions and attitude

### *Respect*

Valuing diversity, inclusion, and working well together

### *Excellence*

Achieving the best results in all we do



# Sparrow of the Future

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.



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.

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



# Sparrow and University of Michigan Health

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 127 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 Emergency Center Okemos

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, 2446 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.



# Sparrow Herbert-Herman Cancer Center

The Sparrow Herbert-Herman Cancer Center is a nationally recognized state-of-the-art cancer center with world-class cancer care, including highly skilled, board-certified physicians, 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.





## Cardiovascular Care

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. Those 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 Resuscitation 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.





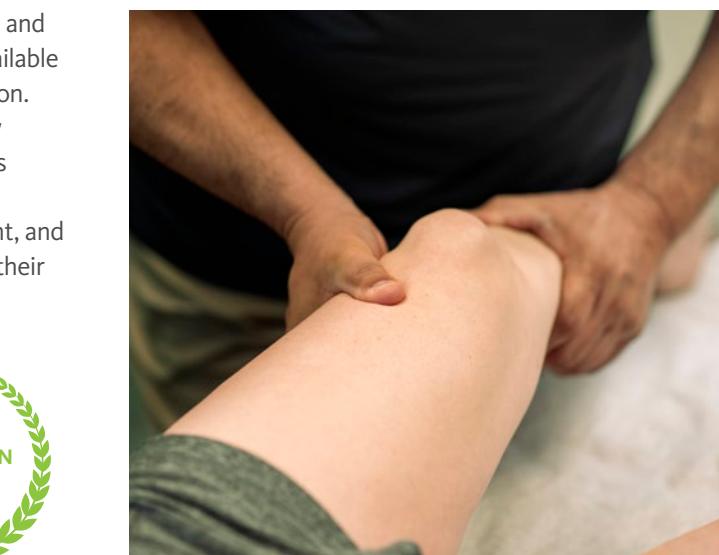
# Orthopedics and Sports Medicine

Sparrow Orthopedic Surgery Department, an award-winning group of leading orthopedic surgeons, was recognized by U.S. News & World Report in 2022-23 as a high performing hospital for knee replacement and is certified 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 Schorfhar, D.O.**; **Michael Shingles, D.O.**; and **C. Luke Wilcox, D.O.**; **Michael Winkelpleck, 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





## Women's Services

At Sparrow, we offer the region's most comprehensive array of compassionate and leading-edge services, designed especially for women in Mid-Michigan.

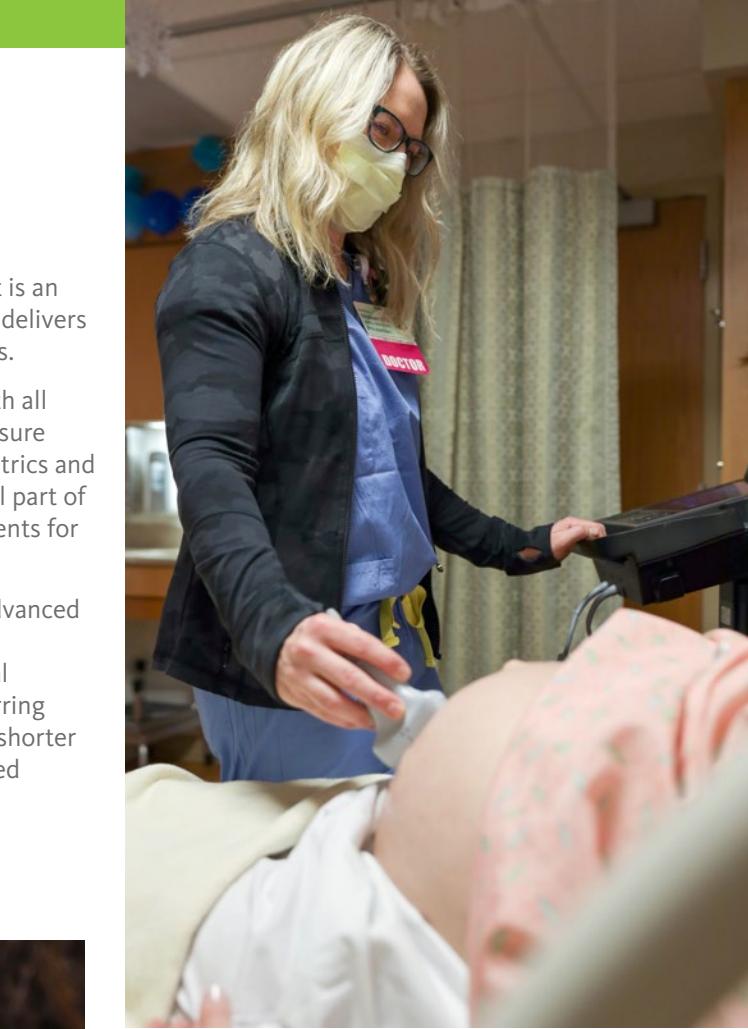
In 2022, E.W. Sparrow Hospital achieved the prestigious “platinum” designation from the Michigan Alliance for Innovation on Maternal Health (MI AIM), the highest ranking possible for care of pregnant and new moms. E.W. Sparrow Hospital is also Mid-Michigan’s premier birthing center and has once again 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. an amazing feat, as Sparrow typically only solves a set of triplets every two to three years.

In 2022, Women's Health partnered with Sparrow emergency departments to ensure caregivers recognized our unique obstetric postpartum patients' conditions. It is also a national initiative to optimize treatment for our pregnant patients and new moms.

Sparrow is also a leader in the use of 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.



# 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.





**Denny Martin, D.O.**  
Interim President,  
E. W. Sparrow Hospital

## COMMUNITY HOSPITALS



**Mark Brisbois**  
President,  
Sparrow Carson Hospital



### E.W. Sparrow Hospital

E.W. Sparrow Hospital (EWSH) is a cornerstone of Sparrow Health System and has been a mainstay of Lansing's Michigan Avenue corridor for over 100 years. It remains the area's only Level 1 Trauma Center and is home to the region's only pediatric emergency department and Regional Neonatal Intensive Care Unit.

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.



### Sparrow Carson Hospital

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 tri-annual survey by The Joint Commission (TJC), earning extraordinary compliments from

survivors who commended leadership and caregivers for ensuring patients receive quality, safe care at the hospital and our Sparrow Medical Group practices.

Caregivers also supported the achievement of two national awards earned by Sparrow Carson Hospital from Professional Research Consultants, a survey organization that listens to the voice of patients to recognize healthcare organizations. Awards included four-star recognition for Overall Quality of Care in our Emergency Department and four-star recognition for Overall Hospital Rating.

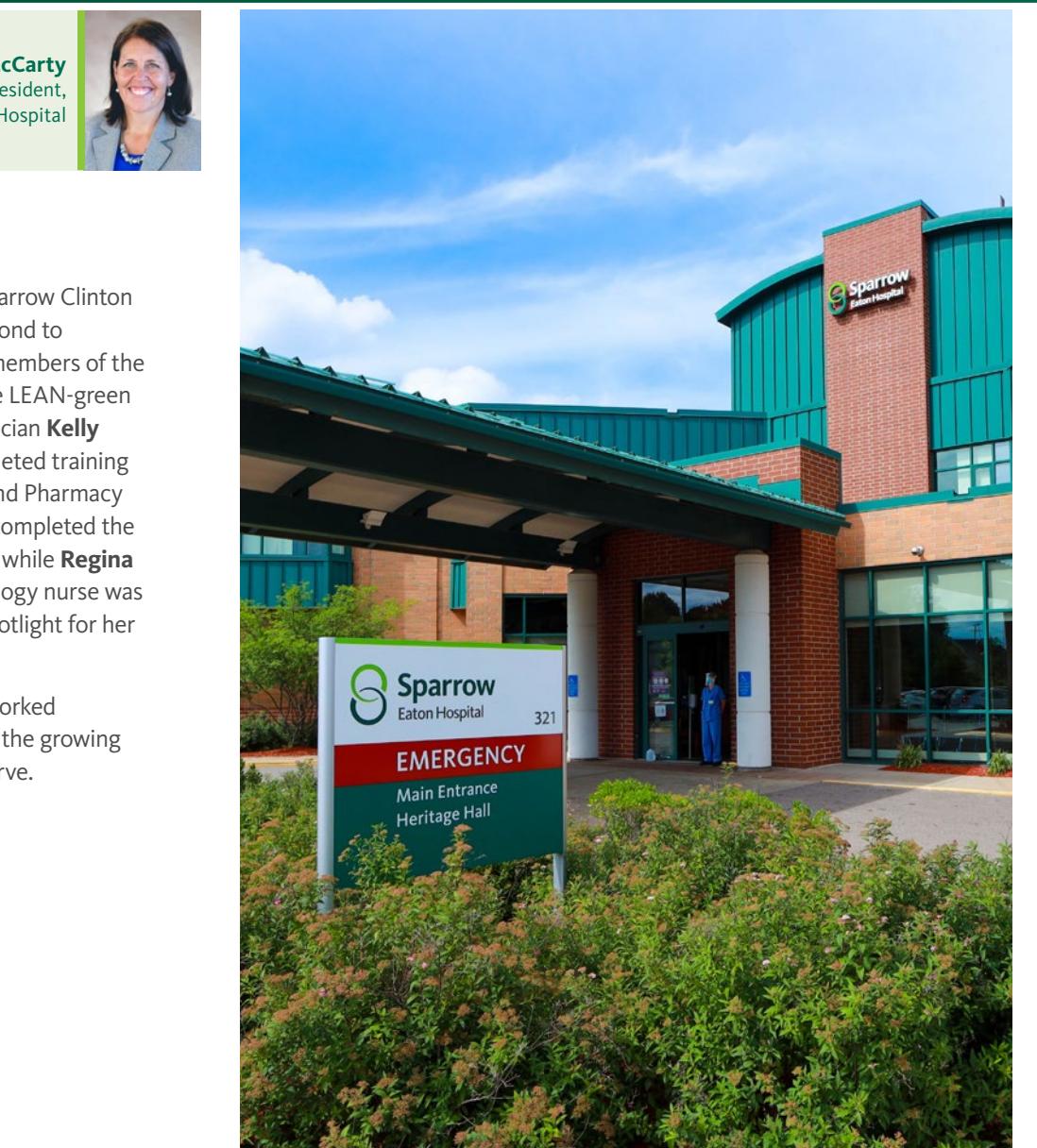


## Sparrow Clinton Hospital

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, resurfaced its parking lots, and completed other projects to improve care with sepsis, throughput, 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 Pordal, 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.



**Kris McCarty**  
Interim President,  
Sparrow Clinton Hospital



## 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 ALIVE, 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.

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



# COMMUNITY HOSPITALS

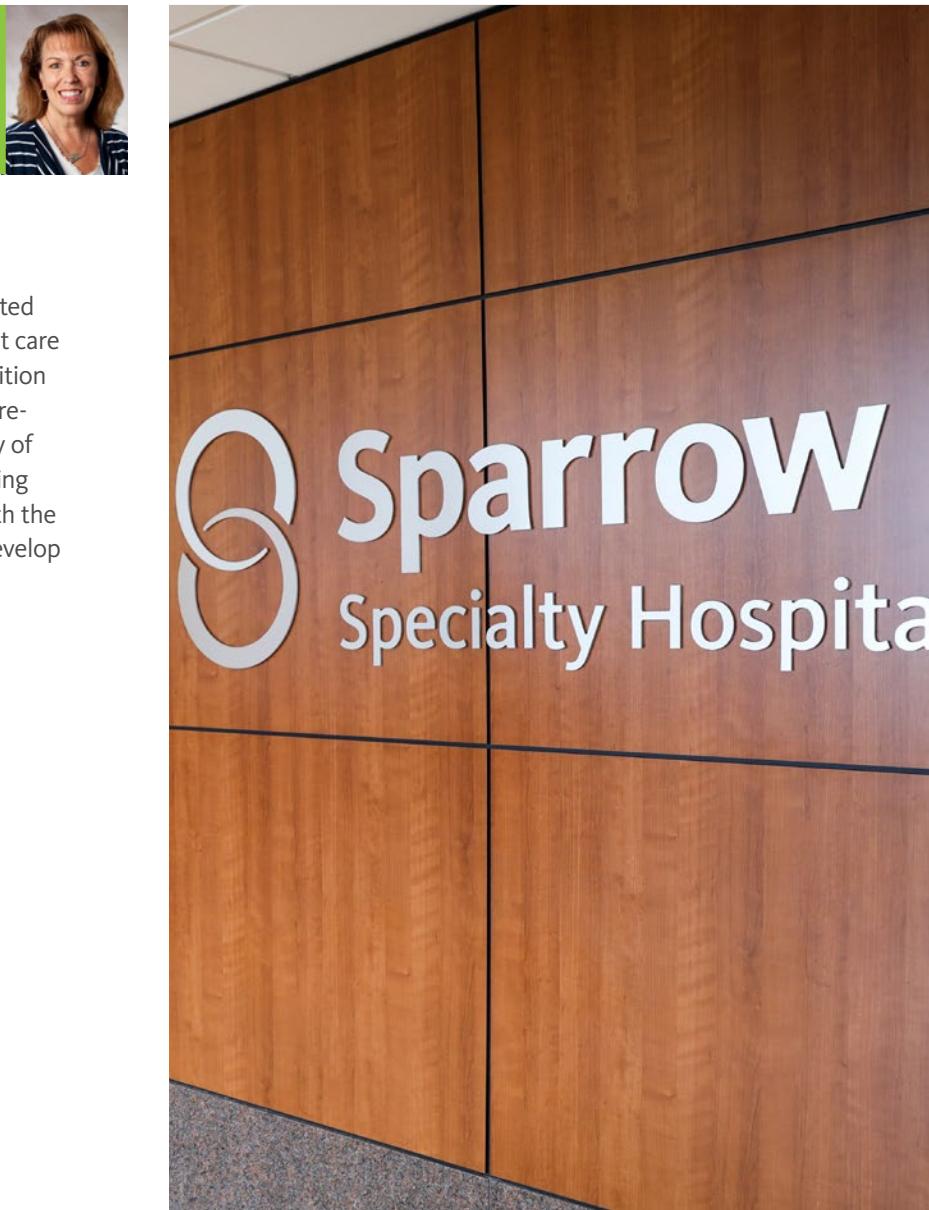


## Sparrow Ionia Hospital

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.

**Linda Reetz**  
President,  
Sparrow Ionia Hospital



## 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.

**Tina Gross**  
President,  
Sparrow Specialty Hospital





# Physicians Health Plan Celebrates 40 Years of Making Healthcare More Accessible

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

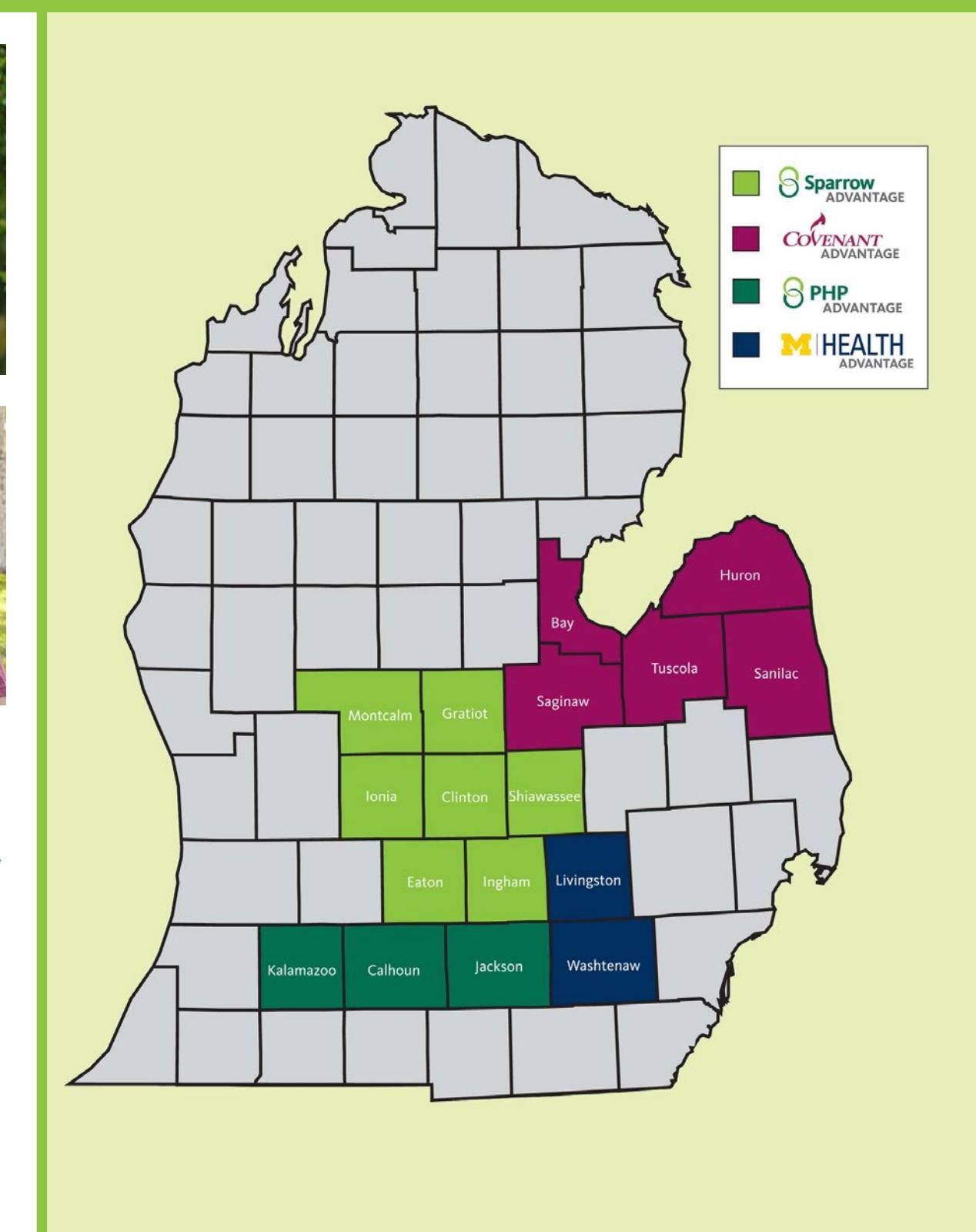
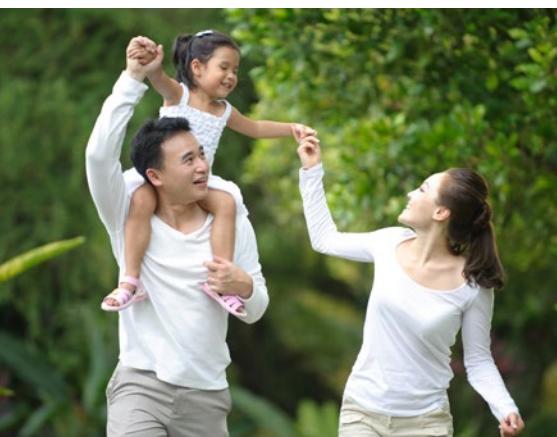
possible 5 stars by the Centers for Medicare and Medicaid Services (CMS). Every year, the CMS Star Ratings provide quality and performance information to Medicare beneficiaries to assist them in choosing their Medicare health and drug plans during the Annual Enrollment Period (AEP), which kicks off Oct. 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

**Dennis Reese**  
President,  
Physicians Health Plan



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

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



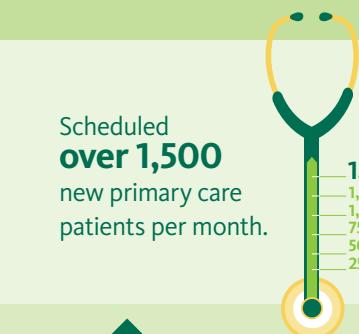
Sparrow Medical Group (SMG) caregivers provided unprecedented dedication and support to the health and well-being of our patients in 2022. They were a driving force in providing new opportunities for access to healthcare services in our community.

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.



Scheduled **over 1,500** new primary care patients per month.

Sparrow Medical Group 2022 Successes:



Urgent Care locations saw **over 80,000** patients.

Conducted **over 38,000** video visits within primary and specialty care practices.

Hired **103 providers** (including **six** primary care physicians and **one** primary care advanced practice provider).





# James W. Butler III Administrative Fellowship

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's 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



Jared Coleman

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.

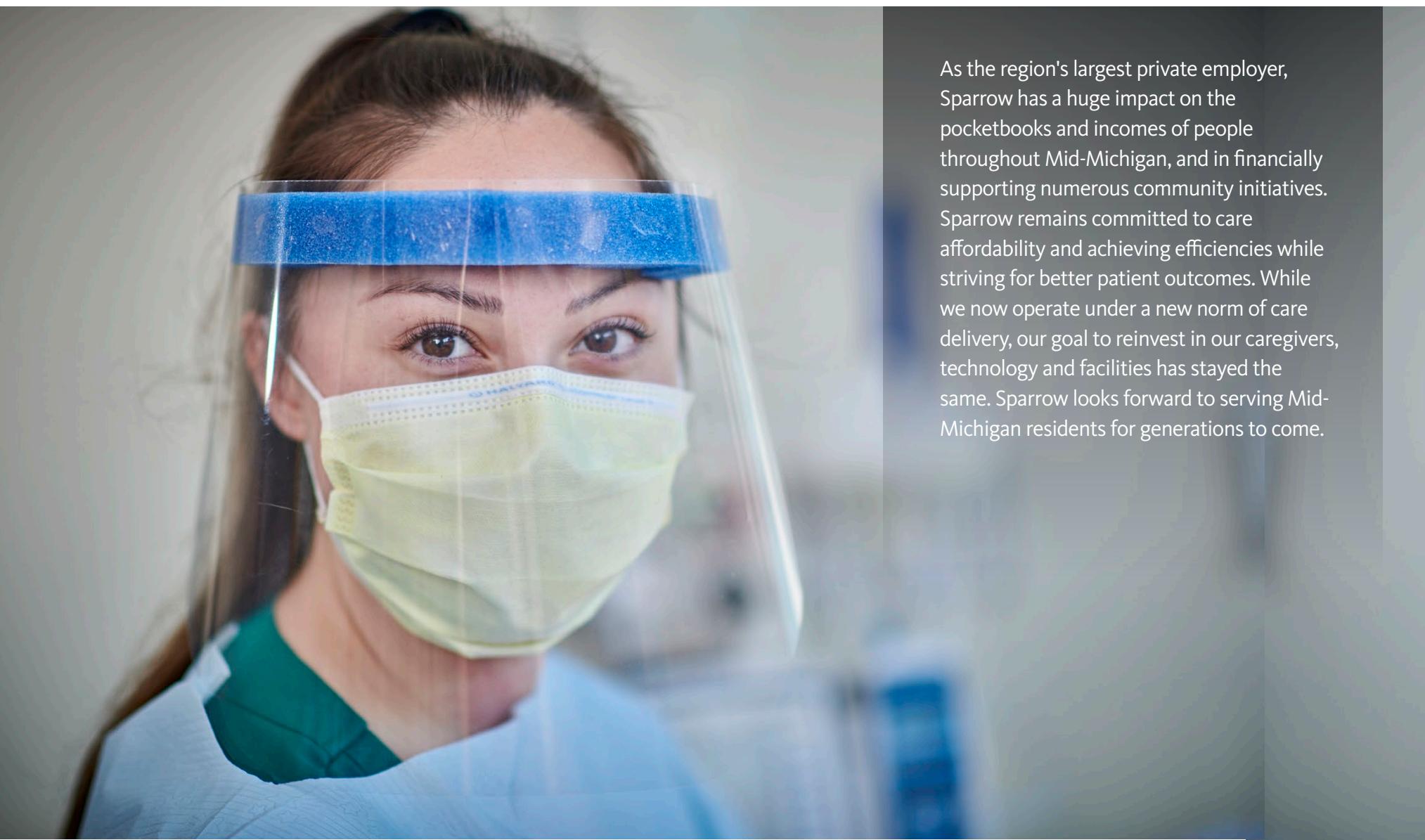
The fellowship will be supported for perpetuity through the James W. Butler Endowed Fellowship at the Sparrow Foundation. To learn more, go to [Sparrow.org/Foundation](http://Sparrow.org/Foundation).

# Salute to our Caregivers

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.

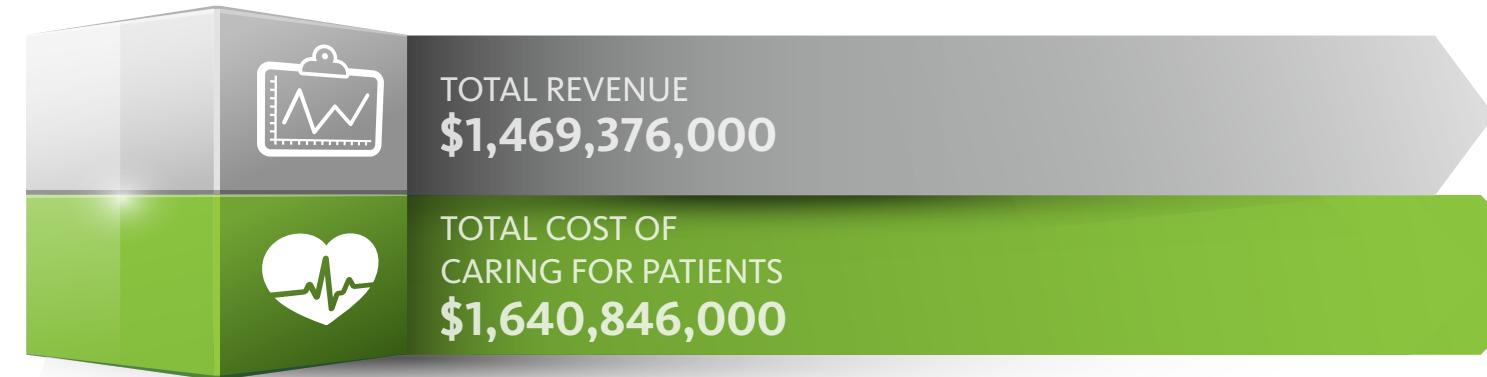


# Strength in Value

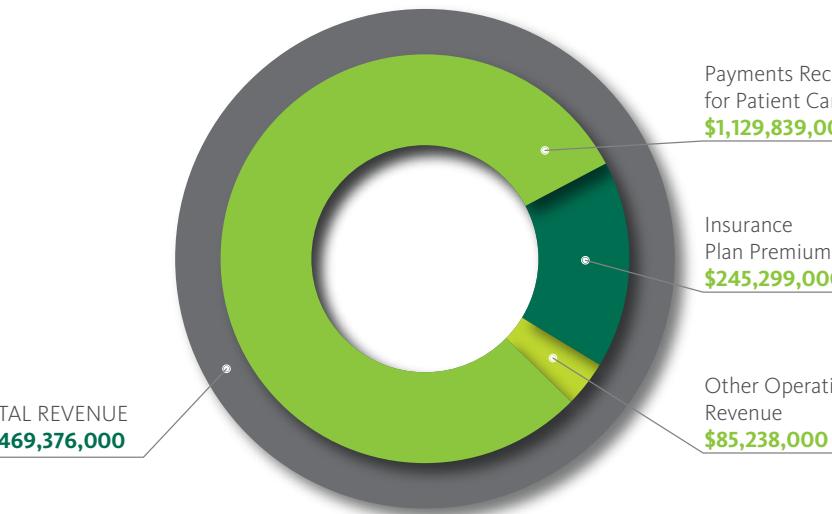


As the region's largest private employer, Sparrow has a huge impact on the pocketbooks and incomes of people throughout Mid-Michigan, and in financially supporting numerous community initiatives. Sparrow remains committed to care affordability and achieving efficiencies while striving for better patient 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.

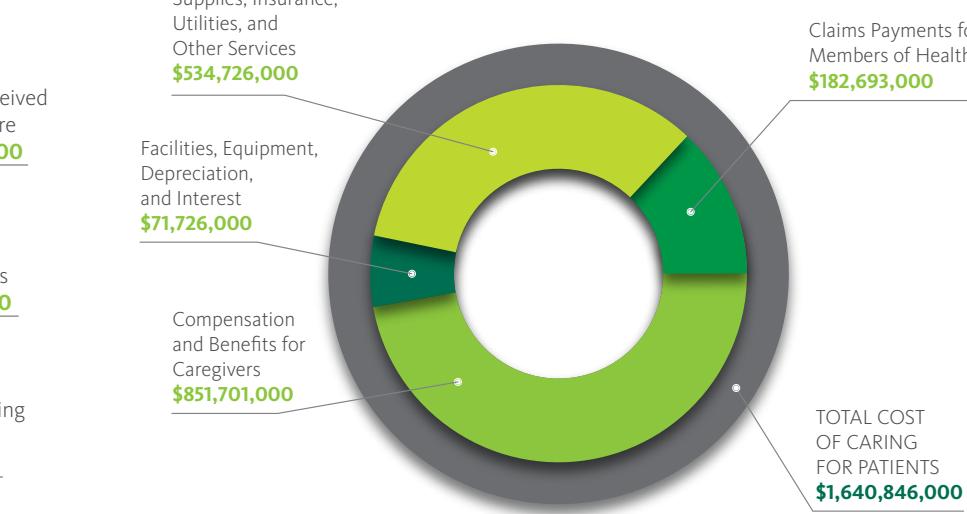
## 2022 Financial Performance Summary



### 2022 Total Revenue



### 2022 Total Expenses



# Strength in Excellence

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



## Sparrow Health System

### Bariatrics

419 surgeries for the year, a 40% increase over last year's 299 and a 35 percent 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.

### 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.

### Laboratory

- » Outreach Laboratory Supervisor **Manuel Garcia** was named Sparrow's Outstanding Latino Caregiver Award recipient.

» **Philip 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.

### Pharmacy

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

» Pharmacist **Marilena Muoio** completed the Sparrow Women in Leadership program.

### 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 21 provider visits, 116 influenza vaccinations, and 123 health screenings.

In addition, the team initiated two special events for Breast Cancer Awareness Month in October. Working with the Sparrow Foundation, the Mobile Health Clinic provided free mammograms in Lansing and Carson City for local community members.

Other factoids:

- » COVID-19 boosters administered: 55
- » Patients receiving community resources/ health education materials: 254
- » Referrals to Resource Coordinators: 51
- » Referrals to SMG primary practices: 25

As part of the Navigation Hub programming, a proactive Social Determinants of Health (SDOH) screening Best Practice Advisory (BPA) was launched in Epic for Sparrow Medical Group (SMG) primary care practices. The new functionality identifies patients who may need additional support and triggers a prompt to the Navigation Hub. The centralized team of Resource Coordinators has received over 2,500 referrals.

## Public Safety

- » Canines and trainers were recognized as being top performing teams at National Association of Professional Canine Handlers 2022 out of 340 dog teams from the U.S. and Canada.



K9 Officer Rocket

Our entire PA330 team was certified in Advanced Law Enforcement Rapid Response Training for Active Shooter (ALERRT) level 1. We are the only private agency in the country authorized by the FBI to receive this training.

- » Five officers are being submitted for the Medal of Valor from the International Association of Healthcare Security and Safety for their response to a fire in Parking Ramp A at E.W. Sparrow Hospital.
- » One officer is being submitted for the IAHSS Medal of Merit for their response to a critical incident where the officer applied life-saving measures by placing a tourniquet on an arterial bleed in Ramp A.

## Radiology

- » ACR accreditation mammography (Okemos Diagnostic Center, Sparrow Professional Building, and Sparrow Health Center Lansing)
- » ACR accreditation PET (E.W. Sparrow Hospital)
- » ACR accreditation Stereotactic Biopsy (Sparrow Professional Building)
- » ACR accreditation Ultrasound (E.W. Sparrow Hospital)
- » ACR accreditation MRI (E.W. Sparrow Hospital and Sparrow Health Center Lansing)
- » ACR accreditation CT (E.W. Sparrow Hospital, Sparrow Health Center Lansing, and pending at Sparrow Emergency Center Okemos)
- » ACR accreditation cardiac MRI (E.W. Sparrow Hospital)
- » Extended MRI outpatient availability to support the Sports Injury Clinic (E.W. Sparrow Hospital)

- » Implemented Medtronic Remote Application, expediting patient care in MRI (E.W. Sparrow Hospital)
- » Expanded outpatient ultrasound appointments (Sparrow Health Center Lansing)
- » Expanded outpatient screening mammography appointments (Okemos Diagnostic Center)

## Supply Chain

In January 2022, Supply Chain Management launched a central warehouse operation that supports all sites of care with medical supply inventory and replenishment. The 40,000-square-foot warehouse stocks 3,000 items and processes over 40,000 order lines per month at a 98% fill rate.

## Support Operations Services

Support Operations Services trained and reclassified 44 caregivers to a higher pay grade to allow caregiver growth and increased efficiency for the department.

The department also developed a database to track all floor care for E.W. Sparrow Hospital, E.W. Sparrow Hospital St. Lawrence Campus, Sparrow Professional Building, and Herbert-Herman Cancer Center (HHCC).

Among other notable achievements in 2022:

- » Partnered with Michigan Works for a virtual interview event.
- » Achieved a successful Joint Commission Survey.
- » Added cordless technology to our equipment – mini-scrubbers and backpack vacuums which reduce trip hazards and improve efficiencies.

- » Implemented a variety of initiatives to provide cost savings.
- » Meet weekly with Bio Med to provide updates on equipment and reduce bed repair downtime.
- » Implemented a new alert system in Versus for beds/stretchers left in the hallway.

## E.W. Sparrow Hospital

E.W. Sparrow Hospital was 12 for 12 in conducting our planned monthly mock codes in 2022 due to a more organized structure and process.

## Cardiology

Achieved Chest Pain Accreditation (American College of Cardiology) and completed Central Telemetry Stage 2, providing service to all adult Medical Surgical and Stepdown units.

## Discharge Lounge

The Discharge Lounge (DCL) has been operating in its current location, 2 South, for over 10 months. The DCL is one tactic 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 3,423 patients discharged, saving 218.7 days.

## Medical Staff

E.W. Sparrow Hospital achieved the highest ranking possible for its care of pregnant and new moms from the Michigan Alliance for Innovation on Maternal Health (MI AIM) with the Platinum designation.

The American Society for Metabolic and Bariatric Surgery (ASMBS) honored Sparrow, in partnership with the Michigan State University Department of Surgery, as a Bariatric Surgery Center of Excellence.

E.W. Sparrow Hospital earned a Chest Pain - MI Registry™ performance achievement award from the American College of Cardiology.

For the fifth year in a row, E.W. Sparrow Hospital and its Comprehensive Stroke Center received the highest level of recognition for stroke care nationally and for only the second time we have been honored for our care of Type 2 diabetes patients who have had strokes. The Stroke Center has been honored by the American Heart Association/American Stroke Association with the Get with the Guidelines®-Stroke GOLD PLUS achievement award and Target: Stroke Honor Roll Elite Plus for performance during 2021.

Sparrow's diabetes program has been recognized with the AHA/ASA's Get with the Guidelines® Target: Type 2 Diabetes Honor Roll.

There were successful Joint Commission surveys in E. W. Sparrow Hospital Hospice House/ Home Care, and Sparrow Carson Hospital with significant improvements to the overall outcomes.

## Nursing

Annual statistics for 2022 showed the following

- » Leader rounds completed: 4,106
- » Caregiver kudos received: 2,004
- » Caregiver performance metrics:
  - » 94% whiteboard completed
  - » 91% hourly rounding
  - » 87% bedside shift report completed
  - » 89% plan of care reviewed with patient
  - » 68% teach back example provided



**Sparrow TCI**

In 2022, **Nimesh Patel, M.D.**, joined the Sparrow Cardiovascular and Thoracic Surgery Department.



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

With the addition of **Fatima Ali-Ahmed, M.D.**, we implemented conduction system pacing, allowing a more "natural" way to activate the heart.

**Sparrow Carson Hospital****Caregiver of the Quarter**

- » January: **Patrick Kane, RN**, Emergency Department, and **Karmen Bussell, RN**, Medical Surgical Unit
- » April: **Dana Aldrich**, SMG OB/GYN Carson
- » July: **Tabitha Miller**, Surgical Services
- » October: **Leslie Bliss**, SMG Greenville



Caregiver of the Quarter Awards were awarded to **Dana Aldrich**, (left) from SMG OB/GYN in April, **Tabitha Miller**, (center) from Surgical Services in July, and **Leslie Bliss**, (right) from SMG Greenville in October. Not pictured: **Karmen Bussell** and **Pat Kane**.

**DAISY Award**

- » February 2022: **Lacie Jansen, RN**, Medical Surgical Unit
- » August 2022: **Jenna Switzer, RN**, Medical Surgical Unit

**DAISY Nurse Leader of the Year**

- » **Jill Bartolo, RN**, Surgical Services

**Nurses of the Year**

- » **Jeremy Steere, RN**, and **Nathan McLaren, RN**



Celebrating Sparrow Carson's two Nurses of the Year are (from left) Sparrow Carson President **Mark Brisboe**; honoree **Jeremy Steere, RN**, Medical Surgical Unit; honoree **Nathan McLaren, RN**, Emergency Department; **Kira Carter Robertson**, Sparrow Health System Senior Vice President of Regional Hospitals; and **Monte Malek**, Sparrow Carson Chief Nursing Officer.

**PRC Star Awards**

- » 2022 4-Star Award Overall Quality of Care - Overall Hospital Rating

- » 2022 4-Star Award Overall Quality of Care - Emergency Department

**Speak Up Award**

- » **Jill Bartolo, RN**, Surgical Services
- » **Victoria Clark, RN**, Medical Surgical Unit
- » **Samantha Hall, RN**, Medical Surgical Unit
- » **Jim Myers, RN**, Emergency Department
- » **Brandee Smith**, Medical Assistant, SMG Pain Management
- » **Jennifer VanEtten**, Radiation Technologist, Radiology

**Michelle Becher, D.O.**, achieved a milestone by completing her 1,500th DaVinci surgery



Celebrating Dr. Michelle Becher's 1,500th robotic surgery are (front row, from left) Sparrow Carson Surgical Technician **Emily Belyou**; Dr. **Becher** (holding cake); and **Marcy Dailey, RN**; Back row: **Jill Bartolo, RN**; Surgical Services Manager, **Cody Henderson**; daVinci Clinical Sales Associate **Nick Terry**; and Surgical Technician, **Traci Forist, RN**.

Sparrow Carson received the 2021 Quality Top Quartile award and Sparrow Eaton and Ionia received 2021 Outcomes Top Quartile awards from the Chartis Center of Rural Health and the National Organization of State Offices of Rural Health.

**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 Daugherty** retired in June 2022 and **Kris McCarty** assumed interim president responsibilities. Sparrow Clinton welcomed **Erich Hornbach, M.D.**, **Andrew Zwyghuizen, M.D.**, and **Angad Pordal, M.D.** **Steven Clerc, D.O.**, became service chief for Radiology Services and **Mark Weismiller, 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. **Kelly Cerny** 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 Mendez** with the DAISY award. Sparrow



DAISY Award honoree **Lily Mendez, BSN, RN**, (center) shows off her award with Sparrow Clinton Hospital Chief Nursing Officer **Mariah Hesse, BSN, RN, CENP**, (left) and Emergency Services Manager **Diane Simon, MSN, RN, CEN**.

Clinton nurses named **Melissa Ball, RN**, and **Sandy Ward, BSN**, as the Clinton Nurses of the Year.



Speak Up Award recipients included **Michael Ross, CST**, and **Melissa Ball**. **Regina Buhr, SCH**

Infusion and Oncology nurse was recognized in the systemwide Caregiver Spotlight for her continuous and tireless care. Sparrow Clinton earned re-designation as a Level 4 Trauma Center. SMG St. Johns was again recognized as a Primary Care Medical Home. In addition, the hospital received honors from Professional Research Consultants as Outpatient Surgery Services was awarded the 5-Star Award for Overall Hospital Rating.

**Sparrow Eaton Hospital****ALIVE**

- » Opened NOURISH, the community café, in October 2022 under the operation of Sparrow Food and Nutrition.
- » MOVE (fitness center) membership increased by 10%.
- » GROW (children's enrichment area) membership increased by 40%.
- » Hosted its 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 free 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 Crosby**, Entrance Coordinator - nonclinical service
- » **Rachel Latunski, RN**, Emergency Department Manager - leadership service
- » **Savannah Walser, RN**, Registered Nurse in Med Surg - clinical service



Fulton Awards of Excellence were awarded to non-clinical winner **Jessica Crosby** with her supervisor **Jan Bannhard** (left), leadership winner **Rachel Latunski, RN**, with her supervisor **Dr. Tiffany Frazer, DNP, MBA** (center), and clinical recipient **Savannah Walser, RN** (right).

**Laboratory**

In 2022, we improved our outpatient phlebotomy wait times at Sparrow Eaton Laboratory to 75% of patients waiting 20 minutes or less year to date (up from 70.6%), with significant improvements in the latter half of the year (82.6% of our patients seen in 20 minutes or less since May). The goal is 95% of patients waiting 20 minutes or less.

**Leadership**

» Sparrow Eaton Hospital President **Helen Johnson, FACHE**, was asked to speak at the fall 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.

**DAISY Award**

» Launched the DAISY program at Eaton and awarded Eaton's first ever DAISY Award to **Emily Bradford, RN**, in November 2022.



**Emily Bradford, RN** (fifth from left), is honored as Sparrow Eaton Hospital's first-ever DAISY Award recipient. Attending the ceremony were (far left) SEH Chief Nursing Officer, **Dr. Tiffany Friar, RN, DNP, MBA** and Sparrow Eaton Surgical caregivers.

**Nurse of the Year:**

» Awarded Nurse of the Year 2021 to **Andrew Reule, RN**, in May 2022.



Sparrow Eaton Hospital nurse **Andrew Reule, RN**, receives his Nurse of the Year award from Chief Nursing Officer, **Dr. Tiffany Friar, RN, DNP, MBA**.

**Patient Access**

Six caregivers achieved Service Champion badges from Organizational Development: **Charlotte Glover, Ashley Hanlon, Audrey Rivera, Elle Sheppard, Debbie Telfor**, and **Laura Young**.

**Primary Care**

Welcomed new physician **Leighla Smith, D.O.**, to SMG Charlotte 111 practice.

**Rehabilitation**

The Sparrow Eaton Hospital Auxiliary helped to purchase a Visi-Pitch, an application-based software designed for voice and speech capture analysis, in November 2022. Visi-Pitch can be used for a variety of patient diagnoses.

**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:

» SMG Ionia

» SMG Muir

» SMG Portland

» SMG Saranac

Sleep study program received re-certification from the American Academy of Sleep Medicine.

Mammography Service is accredited by the American College of Radiology.

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

Laboratory is accredited by the College of American Pathologists.

**DAISY Awards**

» **Amber Spitzley, BSN, RN** (June)



**Amber Spitzley, BSN, RN**, (second from left), is honored as Sparrow Ionia Hospital's DAISY Award recipient. Attending the ceremony were (from left) SIH Chief Nursing Officer **Lisa Harris, MSN, BSN, RN**; SIH Director of Operations **Steve Dexter, MSN, RN, CNRN**; and SIH President **Linda Reetz, MBA, BSN, RN, NE-BC**.

» Sparrow Ionia Surgical Team (June)



Sparrow Ionia Surgical caregivers were provided the DAISY Team award for their support, responsiveness, and exceptional care for patients.

The hospital continues to be designated as an Age-Friendly Health System.

Emergency Nurse **Jodi Church, BSN, RN**, was named Sparrow Ionia's Nurse of the Year.



Sparrow Ionia Hospital Nurse of the Year **Jodi Church, BSN, RN**, (second from right) is shown with (from left) Director of Operations **Steve Dexter, MSN, RN, CNRN**; Sparrow Ionia President **Linda Reetz, MBA, BSN, RN, NE-BC**; and Emergency Department Manager **Tara Lanz, BSN, RN**.

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.



Sparrow Speak Up Award winner **Adriss Faraj, M.D.**, is shown with (from left) Sparrow Ionia President **Linda Reetz**; **Kira Carter-Robertson**, Senior Vice President, Regional Hospitals; and **Paul Entler, D.O.**, Sparrow Health System Chief Clinical Officer.

The hospital was awarded a \$1-million Emergency Healthcare Grant from the United States Department of Agriculture for rural healthcare 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); fall 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.

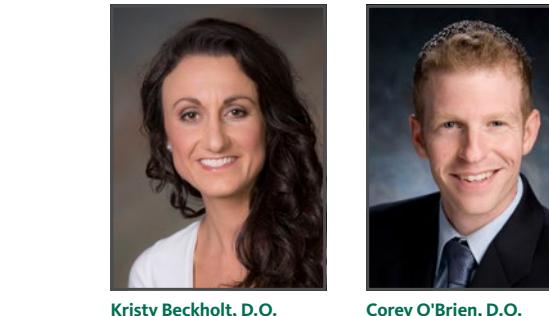
Sparrow Specialty caregivers again ranked highest in the health system in Caregiver Engagement, Diversity, Equity, Inclusion and Belonging, and Safety surveys in December

2021. SSH received a national Leadership Award in Overall Quality of Care from Professional Research Consultants for our work utilizing key driver questions to improve patient satisfaction.

On an individual level, **Muideen Kareem** graduated from the first cohort of the DEI Leadership Development program.



Also of note, President and Chief Nursing Officer **Tina Gross** completed the MHA 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; and building strong relationships with the community and stakeholders. **Kristy Beckholt, D.O.** and **Cory O'Brien, D.O.**, were the recipients of the Physician Leadership Award. This award 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.



# Strength in Leadership

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.



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\*Deceased

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## Board Service Recognition

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 commitment to:

- » **Tracey Barnes** - Women's Board of Managers
- » **Joel Conn** - Sparrow Clinton Hospital Board
- » **James Croom** - Sparrow Foundation Board +
- » **Noel Day** - Sparrow Foundation Board
- » **Deborah Ginsburg** - E.W. Sparrow Hospital Board
- » **Cynthia Harrington** - Women's Board of Managers +
- » **David Hunt, Sr.** - Sparrow Health System Board +
- » **Sandra Pearson** - Sparrow Ionia Hospital Board
- » **Jeanne Rutledge** - Sparrow Specialty Hospital Board +
- » **John Sauchak, D.O.** - Sparrow Eaton Hospital Board

Additionally, we would like to recognize those members who were honored in 2022 with an Emeritus designation by their respective Boards. Congratulations to:

- » **Patricia Barnas** - Sparrow Foundation Board
- » **Fred Darin, O.D.** - Sparrow Eaton Hospital Board
- » **Barbara Given, RN, Ph.D.** - E.W. Sparrow Hospital Board
- » **Charles Grundstrom** - Sparrow Eaton Hospital Board
- » **David Hunt, Sr.** - Sparrow Health System Board
- » **Michael King** - Sparrow Health System Board
- » **Patrick McPharlin** - Sparrow Foundation Board

# Emeritus Chair as well as Member

+ Nine or more years of service on the board

# 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 critical 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. We are always considering what's on the horizon to meet our community's ever-changing needs. We are building a plan of investments in



Thanks to the generosity of our community, we created and dedicated the Sparrow Emergency Center Okemos in September 2022, the first project within our "For every story, there's Sparrow" comprehensive campaign.

facilities improvements and expansions across the health system that equips our staff with the tools needed to address our continued growth. These investments aren't just about offering leading-edge resources; they will enable us to grow alongside the community we've seen flourish for more than 127 years.



## SPARROW FOUNDATION 2022 GRANTS AND AWARDS SUMMARY BY CATEGORY AS OF DEC. 31, 2022

### E.W. Sparrow Hospital

#### Programs and Outreach

Hospice	\$130,089
Pediatric	\$115,792
Oncology	\$15,746
Other	\$340,133
<b>Total</b>	<b>\$601,760</b>

#### Education and Research

Nursing and Staff Education	\$130,482
Genome Sequencing Research	\$170,750
<b>Total</b>	<b>\$301,232</b>

#### Equipment and Technology

Population Health	\$23,166
Other	\$18,367
<b>Total</b>	<b>\$41,533</b>

#### Construction and Restoration

<b>Total</b>	<b>\$872,349</b>
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#### Community Hospitals

Sparrow Carson Hospital	\$53,959
Sparrow Eaton Hospital	\$87,306
Sparrow Ionia Hospital	\$19,479

#### Support to Individuals/Other

Support for Caregivers in Crisis	\$167,967
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<b>Total Grants and Awards</b>	<b>\$2,145,584</b>
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## 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. Our friends who are also members of the Sparrow Philanthropist League (with cumulative giving of \$10,000 or more) are designated by an asterisk 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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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](mailto: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 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 listed below, and others that chose to make a gift to Sparrow in 2022, we extend our heartfelt gratitude. Your gifts are making a difference, every day.

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