



A Year of Resilience, Agility and Collaboration

System Accomplishments 2020

Building a better normal



Tina Freese Decker
President & CEO
Spectrum Health System

2020 is a year we will never forget. The challenges were immense—a pandemic, economic distress, social unrest, violence, and an intensified focus on systemic racism and health equity.

Yet what will forever stand out to me is our teams' unwavering courage, resilience, agility and collaboration. Every single day, we pulled together to manage the uncertainties and the unimaginable.

We trusted and supported one another. We developed our capacity to problem-solve. We demonstrated more passion and resolve than ever before to serve our patients, members and communities. We planned. We pivoted. We iterated.

And we grew, as individuals and as a team. That's the thing about adversity: It often unlocks potential you may not know you have. And once that potential is unlocked, there's no going back. We are forever wiser, stronger, more experienced, more confident.

We are on an incredible journey toward a reimagined health ecosystem. We have the people. We have the technology. We have the vision. And as we've demonstrated, we have the will, the talent and the courage to make the possible real.

Join us as we move forward, together, to achieve greater equity, affordability and simplicity for our communities. We can continue to push the boundaries and build a better normal, for all of us.

A handwritten signature in black ink that reads "Tina".

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People and Culture

This was a year like no other. Yet we rose to the challenges, achieving the unimaginable with grit, courage and a strong and certain compass—putting people at the heart of everything we do.



The past year intensified our focus on equity as the pandemic shined a spotlight on longtime systemic racism and social injustice.

Our teams rapidly collaborated, innovated and problem-solved 24/7 to protect the health and safety of our communities.

Responding to the pandemic together with our communities: Our values in overdrive

- Fully operationalized our Command Center by February to lead the COVID-19 response within our system and across the community.
- Focused on emergent clinical needs, best practices and new therapies; teams across the system transformed operations to ensure adequate personal protective equipment and supplies, screening, testing, curbside services and team members.



COVID-19 Command Center (February 2020)

- When equipment was in short supply, our community and business partners manufactured sanitizer, masks and other PPE, even when these products weren't integral to their businesses.
- Lab teams increased capacity for screening and molecular testing, performing 2,000 to 4,500 daily tests with a typical turnaround time of 24 to 48 hours, now totaling over 725,000 tests to date. These efforts were critical in supporting our community's fight against COVID-19. Spectrum Health soon became the reference lab for nearly all West Michigan hospitals and facilities until others could mobilize.
- Curbside care services, such as flu vaccinations, drop-off and pickup of home sleep testing equipment, and cancer care (drive-thru port flushes and port draw services) provided convenient health experiences for our consumers.

- The information services team pivoted quickly to experiment with new technologies and build out innovative digital solutions, such as COVID-19 analytics dashboards; a digitally enabled command center for leaders; virtual triaging through an online daily team member wellness survey and community chatbot; capacity for telehealth offerings; new technologies to enable people to remain in their vehicles as part of a virtual waiting room concept; greater connectivity with a remote workforce through livestreaming events and other Microsoft tools; wireless connectivity to screening tents and virtual ICUs; a virtual connection concierge (including iPads) for patients and loved ones; and convenient, personalized scheduling for tests.
- Telehealth services dramatically grew tenfold because of the convenience and innovative approach appreciated by consumers and providers. The number of providers seeing patients virtually skyrocketed from 150 to 1,000-plus, and virtual visits increased from 20,000 in 2019 to 208,000 in 2020—averaging 2,000 virtual visits with providers per day. Other virtual services were also added, such as virtual ICUs and virtual waiting rooms, and Spectrum Health Helen DeVos Children's Hospital implemented virtual visits, with volume already growing to an average of 1,300 per week.
- Virtual therapy also significantly increased, filling a critical need in mental health services as individuals experienced additional anxiety, depression, and the loss of family and social connections throughout the pandemic.
- Kept our communities, strategic partners, and local and state officials informed on important COVID-19 updates and projections, through videos, calls, and additional resources translated into multiple languages.
- Delivered targeted messages, including video interviews with physicians, to different community populations, including Black, Latinx and religious leaders, about the health impact of COVID-19 with the goal of reducing health disparities.

- Collaborated with other local health systems early on and throughout the year, to promote critical public service announcements on hand-washing, masks and social distancing.
- Worked with local school officials and employers to provide infection prevention guidance and comprehensive resources to help keep their environments safe.
- Spectrum Health was one of the first health systems in Michigan selected to receive and distribute the vaccines, administering about 10,000 shots in arms in December alone, when vaccines first became available. This planning laid the groundwork for future collaboration with Vaccinate West Michigan and the West Michigan Vaccine Clinic at DeVos Place.
- Launched our external Ready for You campaign to reassure our communities that Spectrum Health is safe and ready to provide care and meet the needs of consumers.
- Priority Health offered financial relief to members, employers and providers to address the impact from COVID-19, including:
 - Premium credits offered to individual plan members, small employers and large commercial groups, returning revenue beyond revised budget to members and partners
 - Free mental wellness tools provided to members through myStrength
 - Waived all co-pays, deductibles and coinsurance for treatment and medically necessary testing of COVID-19, as well as expanded its offer of \$0 cost sharing for virtual visits (including behavioral health), through Sept. 30, 2021
 - Expanded free virtual care to all members for COVID-19 screening and testing throughout 2020
 - Offered free home medication delivery for all members with the largest pharmacies in the state
 - Waived cost sharing for all Medicare Advantage members for in-person and telehealth primary care visits through Dec. 31, 2020



Drive-thru testing sites were launched within days of seeing the first cases in our communities.

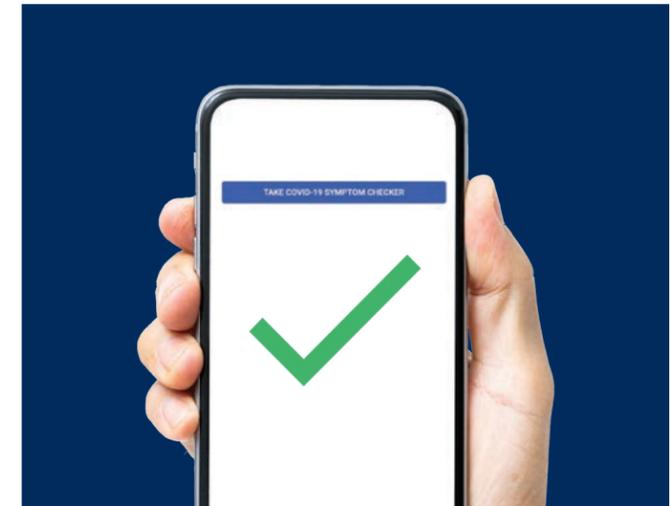
In a year filled with unprecedented disruption and uncertainty, our team members' safety, health and wellness remained first and foremost.

Putting our people first

- An innovative compensation approach was launched to support physicians' emotional and financial health and well-being during the pandemic, which allowed physicians to keep their pay when care areas were restricted or closed.
- Spectrum Health provided a one-time special appreciation payment in November 2020 to all team members, regardless of role, in recognition of all our team members' exceptional commitment to living our values during an extraordinary time.
- Human resources created a new parental leave benefit, with six weeks of paid leave for the non-birth parent and up to 12 weeks of leave through the Family and Medical Leave Act for eligible team members.
- Expanded compassionate paid-time-off benefit for team members in March 2020 to include those with depleted PTO due to COVID-19.
- Through 2020, Public Crisis Pay provided support to over 7,000 team members, more than half in RN, LPN and other medical support roles.
- Increased starting pay for about 50 entry-level positions, impacting 7,500 team members and totaling an investment of \$20 million.
- Through the generous support of the community and Spectrum Health Foundation, team members were offered access to Care.com for services including child care, elder care, housekeeping, pet care and virtual learning support. Over 1,120 team members enrolled and over 319 backup care days were used.
- Striving to become the "Healthiest Workplace," Spectrum Health partnered with the meditation and mindfulness app Headspace to offer team members complimentary memberships. With the onset of the COVID-19 pandemic, the Spectrum Health Foundation generously helped cover the cost of making this resource available to all team members in an accelerated fashion. About 5,175 team members have engaged with the app, aimed at reducing stress and anxiety, and supporting work productivity and sleep quality.
- A 16-hour Critical Incident Stress Management training session for Spectrum Health Lakeland and Spectrum Health West Michigan team members offered guidance to relieve the impact from stressful events and a process for healthy recovery.
- Spectrum Health West Michigan launched the inaugural Nurse Wellness Grants to promote wellness, resiliency and longevity through efforts focused on physical, emotional, spiritual, social and mental rejuvenation. Three grants of \$5,000 awarded semiannually provide opportunity for nurse-generated ideas to cultivate collegiality, reduce stress, enhance well-being and encourage joy.
- As we integrated Lakeland Health into the Spectrum Health system, people-related programs, policies and practices were carefully evaluated to cultivate a people-first culture while innovating and harmonizing simultaneously.



Hudsonville Ice Cream donated 3,000 pints to say thank you to the doctors, nurses, first responders and other health care workers essential in the fight against COVID-19. Hudsonville Ice Cream was one of many local organizations donating food and other items to support our team members.



Keeping team members safe and healthy

Whether on-site or working remotely, all team members adapted to new processes to ensure the health and safety of everyone.

- Team members used a daily online symptom checker to report any symptoms.
- Personal protective equipment was supplied and team members were able to order their own mask and hand sanitizer kits.
- Town halls with leaders provided key updates and transparency for team members.
- Several wellness resources were provided to support team member mental and physical health.

The pandemic intensified our focus on equity—health equity for our communities, and diversity, equity and inclusion in our workplace.

Improving equity for our communities and our team members

For our communities:

- Reallocated \$100 million over the next 10 years to address health equity, including initiatives to better manage chronic disease, increase access to care and improve medication adherence, nutrition and healthy lifestyle habits.
- Reinforced our commitment to eliminating health inequities by adopting an Anti-Racism Pledge to act against systemic racism, both internally and externally, in alignment with the #123forEquity Pledge.
- Healthier Communities worked with over 60 community partners to make health care affordable, accessible and equitable and to address systemic racism, health inequities and social determinants that affect health, including:
 - Ensured vulnerable populations have access to essential goods and services
 - Partnered with primary health service line for proactive virtual visits
 - Converted our home-visiting programs to virtual interventions, as well as curbside drop-offs of essential goods
 - Engaged our school health teams to support the reopening of schools or virtual learning
 - Expanded existing programs to meet emerging needs, such as Más Vida More Life (a prevention and awareness program for English- and Spanish-speaking participants), which pivoted to offer PPE, rental assistance and referrals to vaccination clinics.
- Priority Health announced plans to become the first insurer in Michigan to offer provider-based incentives to screen and track data related to social determinants of health that may impact health outcomes like access to housing, food, transportation and child care; employment status; personal safety; and finance—supporting a value-based approach to manage patient populations.
- Spectrum Health joined with the Michigan Department of Health and Human Services to provide free flu vaccines to uninsured or underinsured adults in underserved communities. Clinics were held at The Hispanic Center, LINC UP and Kent District Library.
- Through a \$4 million grant awarded by the National Institutes of Health, Spectrum Health is partnering with Michigan State University to develop and implement an intervention at multiple levels to address disparities in maternal morbidity and mortality among Medicaid-insured women.
- Spectrum Health's participation in the Robert Wood Johnson Foundation's Invest Health created \$50 million in low-income tax credits for low-income housing. Several hundred units are now available.
- Spectrum Health Lakeland received a \$1.2 million grant from The Michigan Coronavirus Task Force on Racial Disparities to respond to COVID-19 disparities experienced by residents of Benton Harbor, and support the Center for Better Health, which provides flu vaccinations, mental health services, legal and social services support, and insurance marketplace enrollment services.

“We must listen with our ears, eyes, hearts and minds, and then act by doing what we can to influence change.”

—Tina Freese Decker



Providers and team members knelt for 8 minutes and 46 seconds to silently observe the death of George Floyd, raise awareness and address inequities at institutions and in society.

- Collaborated with the Grand Rapids NAACP to bring fresh Veggie Van produce to voter registration and outreach events, and organized a sickle cell anemia blood drive, along with Versiti Blood Center of Michigan and Michigan State University College of Human Medicine, that resulted in 75 lives saved.
- Sponsored the Southeast Grand Rapids African American Taskforce's SEGR Community & Economic Development Conference, aimed at enhancing partnerships with community-led organizations in neighborhoods with large populations who have unmet needs.
- Participated in the GRow 1000 program in Grand Rapids and the GROWTH intern program in Benton Harbor for Black and Latinx young people. 55 students completed a six-week summer internship offering real-world job training, career exposure, professional development and relationship-building with team members.
- Formed a health equity committee on our system board and an internal health equity council to coordinate diversity, equity and inclusion initiatives across the system and to ensure measurable outcomes.
- Created a new anti-bias response team to address bias and discrimination in the workplace, including enhanced training and continued listening tours and conversations about systemic racism.
- Administered regular internal and external cultural competency surveys and implemented strategies for diversity, equity and inclusion for community partners, team members and patients.
- Led a workforce diversity initiative to improve racial and ethnic diversity hiring efforts, including unconscious bias training and panel interviewing to eliminate bias in the hiring process.
- Announced that starting in 2021 Martin Luther King Jr. Day will be a paid holiday so that team members can reflect on Dr. King's legacy of pursuing justice, diversity, equity and inclusion.

Reimagining

Care and Coverage

Migrant farmworker Quirino Mejia—far from his home and family in Florida—received treatment for COVID-19 at Spectrum Health Blodgett Hospital. Essential to our mission is a commitment to make exceptional care accessible to all.



Our teams work hard to make health care and coverage better. We continue to innovate for the future, bringing exceptional care and leading-edge research to the communities we serve.

One integrated system. At Spectrum Health, our teams work together—not only to treat illness but to sustain health and wellness.

Acute health

- Established a virtual ICU, an innovative model of care in which an expert team of Grand Rapids critical care clinicians remotely monitors, mentors and recommends intervention of critically ill patients to regional care teams.
- Added a nurse care manager in the Spectrum Health Butterworth Hospital Emergency Department to provide in-the-moment patient interventions including follow-up appointments, access to medications, transportation assistance and symptom management, and to assist in problem-solving.

Behavioral health

- Realigned all behavioral health programs, projects and people into one unified Behavioral Health Organization. A 3-2-1-ZERO framework will guide the organization's efforts and collaborations: 3. Treating the whole person: body, mind and spirit; 2. Using two objectives: building partnerships and increasing access; 1. As one team; and 0. Our commitment to zero suicide.
- Opened an EmPATH unit for behavioral health crisis patients in November adjacent to the Butterworth Hospital ED to promote patient-centric evaluation, treatment and health, and reduce inpatient psychiatric holds.
- Expanded screening improved the identification of primary health patients with depression. As a result, 270,000 people have been screened for depression and Spectrum Health provided more than 16,000 of those patients with clinically appropriate follow-up care to help manage their condition. In addition, a new behavioral health screening feature in MyChart enables 24/7 immediate response for positive screens.
- Completed 10 crisis management and suicide prevention trainings for Ottawa Intermediate School District to support our schools and students with behavioral health needs, generously funded by the Holland/Zeeland Community Foundation.

Cancer health

- Airway Oxygen and Women's Health Boutique opened an office and retail space at Lemmen-Holton Cancer Pavilion with supplies such as medical equipment, oxygen tanks, wheelchairs, and lymphedema and post-mastectomy garments.
- The bone marrow transplant team explored cost-saving measures and increased patient satisfaction. Results so far include an improvement process that reduced transplant admission length of stay by one day.



Cardiovascular health

- Ryan Madder, MD's research enabling robotic-assisted vascular intervention from thousands of miles away was featured in an Amazon Prime documentary, "Speed of Thought."
- Opened a cardiovascular medicine early access clinic in July, and as of September completed 69 visits with access within 72 hours of referral.
- The structural heart and valve team completed its 100th MitraClip procedure, available to patients who are poor candidates for open-heart surgery.



Spectrum Health Helen DeVos Children's Hospital

- Helen DeVos Children's Hospital reconvened work with Pine Rest Christian Mental Health Services on a pediatric/adolescent program on Pine Rest's campus to meet the needs of children with developmental delays and behavioral health issues. Children's hospital leadership also worked on addressing behavioral health issues with a community collaborative.
- Helen DeVos Children's Hospital and Michigan State University College of Human Medicine Department of Pediatrics and Human Development are developing a pediatric pulmonology partnership in Lansing aimed at:
 - Providing the best care for children in the greater Lansing area with cystic fibrosis, asthma and other pediatric pulmonary conditions and sleep disorders
 - Expanding and strengthening educational and research collaborations in pediatric pulmonology in Grand Rapids and Lansing
 - Facilitating the expansion of the pediatric partnership in Lansing and development of marquee programs
- Expanded the Peds Observations program at Spectrum Health Zeeland Community and Ludington hospitals, and Spectrum Health Pennock, allowing lower acuity patients to be treated in the EDs of our regional hospitals for up to 24 hours. The program results in fewer patients requiring transfer to the children's hospital.

Continuing care

- The Visiting Nurse Association, in collaboration with virtual health, augmented current remote patient monitoring capabilities with a low-cost oxygen saturation and heart rate monitoring device for chronic disease management.
- Other interdisciplinary home health initiatives to help manage chronic disease, reduce ED/hospital utilization and hospital readmissions, and improve access, including:
 - Primary care and urgent care house calls, and on-demand skilled nursing care
 - Hospital at Home program (for an increasingly acute population outside of the hospital)

Digestive and specialty health

- Spectrum Health Lakeland offered the Transoral Incisionless Fundoplication procedure, with the innovative ESOPHYX device, that is performed through the mouth with an endoscope, reducing pain, recovery and scarring for patients suffering from chronic heartburn and reflux.
- John Egan, MD, performed the first photodynamic therapy procedure for treatment of airway tumors in West Michigan.
- Brian Lane, MD, performed the first robotic prostatectomy at the Lake Drive Ambulatory Surgery Center, decreasing cost of care and ensuring the best use of our operating rooms.
- Spectrum Health became one of 26 clinical sites that participated in a quality improvement collaborative across the U.S. to share best practices and show improved care and significant cost savings when applied to a large population.

Neurological health

- Rolled out the tele-stroke virtual platform in all regional locations caring for stroke patients, which allows low acuity patients to stay and be cared for in their communities. Over 300 tele-consults have been performed in regional locations.
- Implemented advanced artificial intelligence software in all regional locations to notify Grand Rapids-based providers of any large vessel occlusions within seconds of receiving imaging results, reducing the time for decision-making from 30-90 minutes to just two to four minutes.

Orthopedic health

- Opened a satellite physician practice at the Spectrum Health Integrated Care Campus in Rockford, creating a convenient option for the Northwest market within Grand Rapids.
- Spectrum Health Medical Group orthopedics now provides outreach to the Big Rapids market to provide some trauma services, as well as total joint services, reducing the need for patients to be sent to Grand Rapids.



Women's Health & Wellness Center

Women's health

- Opened a new comprehensive and interdisciplinary Women's Health & Wellness Center in Grand Rapids to provide personalized, efficient and well-coordinated care. Women can expect to save time by scheduling select preventive and specialty appointments into one visit, coordinate and communicate via a care navigator, and benefit from extended hours to better accommodate their busy schedule. Services offered include preventive gynecology services, mammograms with the option to get results while you wait, bone health, preventive cardiology, nutrition, menopause and midlife management, sexual health, psychotherapy counseling, urogynecology, minimally invasive gynecologic surgery, pelvic floor physical therapy, imaging, and holistic services and classes.
- The Grand Rapids residency practice centering pregnancy program, an evidence-based group care model, started a fully virtual offering to continue to improve health equity and birth outcomes. Pennock's centering model, made possible through Spectrum Health Foundation support, went live in November with a socially distanced centering session, which creates a safe environment for up to six patients at a time.
- Completed Phase 1 of the Butterworth Hospital C-section operating room renovation in July, with a new operating room on the third floor of the women's tower—twice as big as the existing space. The OR is the first of its kind at Butterworth Hospital using an Indigo-Clean® Light, which uses visible light to safely, automatically and continuously kill bacteria in the air and on surfaces.



TytoCare device for video visits

Primary health

- Launched TytoCare™, a new at-home consumer device to enhance the quality of a patient's video visit with the ability to check ears, heart, lungs, body temperature and more.
- Implemented virtual check-ins at most integrated care campuses and other high-volume ambulatory locations.
- Opened the first advanced primary clinic in Grand Rapids to serve seniors with multiple chronic diseases. The care model will help the system shift to value-based care and risk arrangements.



Culinary medicine classes, such as this one in January 2020 with members of the Grand Rapids Drive basketball team, moved to virtual during the pandemic. Our lifestyle medicine initiatives are supporting health and wellness through education and collaboration with our communities.

Lifestyle medicine

- Opened a new lifestyle medicine medical specialty practice.
- Moved Spectrum Health Culinary Medicine classes into a larger space in the Downtown Market Teaching Kitchen for expanded programming.
- The Spectrum Health Family Medicine Residency program is one of the initial 15 sites around the country to implement the Lifestyle Medicine Residency Curriculum to bring lifestyle medicine to a clinical setting.
- Expanded culinary medicine to the Ludington region, offering a virtual four-class series to 38 families. Ludington Hospital received a grant, RX for Health, from the health department to offer the class at a low cost and provide ingredients for the recipes made during the class for all participants.

Culinary medicine is just one of many programs offered through Lifestyle Medicine.





The Baum Family Surgical Center, named after donors Larry and Earlene Baum, opened in November 2020 at Spectrum Health Pennock.

Clinical quality, safety and experience

- The Metrics That Matter and System GPA were developed to provide a universal tool capable of informing leaders of current and past quality and safety performance across the system, as well as guide decision-making as it relates to achieving system goals.
- Intense focus by expert improvement teams in 2019 led to better outcomes in 2020. Central line bloodstream infections decreased by 25% and catheter-associated urinary tract infections decreased by 41%, compared with last year.
- Our clinical teams at Lakeland dramatically reduced mortality in patients with pneumonia. In 2020, they performed in the top quartile of hospital systems nationally.
- Spectrum Health Lakeland reduced 30-day readmission rates significantly by focusing on care transitions between hospitals, ambulatory providers, community service organizations and people with heart failure.
- A new safety and security system, SafetyPause, went live in October, providing a new way to report, talk about and learn from team member and patient safety events.
- Spectrum Health United Hospital Emergency Department implemented a “clear care” program designed to improve the patient experience and safety for patients discharged from the ED.
- Spectrum Health Pennock opened the 19,000-square-foot, state-of-the-art Baum Family Surgical Center, in November.
- Spectrum Health Zeeland Community Hospital worked with West Michigan Urological Associates, a group employed by Holland Hospital, to provide 100% urology call coverage.
- Spectrum Health Gerber Memorial launched a health and wellness coaching program with a certified health professional to help people improve their overall health and wellbeing through changes in mindset and behaviors.

Priority Health: Everyone deserves to live a healthy life

Our health plan is focused on purposeful growth, innovative solutions and partnerships to create healthier communities. Initiatives in 2020 include:

- The integration of Priority Health and Total Health Care was solidified in 2020, to offer improved care and access for current and future members of both plans. As part of the merger agreement, Priority Health established the Total Health Care Foundation and committed \$25 million to be distributed to organizations across southeast Michigan that are experiencing barriers to maternal and infant health, housing support and food security.
- Health plan membership surpassed 1 million, two years ahead of our forecast.
 - With the highest share of growth statewide in the individual Medicare Advantage market, Priority Health’s investment in \$0 premium products and supplemental benefits maintained our position as the market leader in Michigan, despite strong competition from national plans and new entrants.
 - Membership in Medicaid increased in 2020 through the acquisition of Total Health Care in Southeast Michigan and the introduction of our Dual Special Needs Plans product for members eligible for both Medicaid and Medicare.
 - Priority Health’s Individual market showed strong member retention in part due to an average rate decrease of .1%—reducing individual coverage premiums for the third straight year. Our new, popular virtual-first health plan was a big success with over 5,000 members on the first day of open enrollment.
 - Group commercial membership continued to be our largest market segment and grew with the addition of Cigna Alliance members. Despite being impacted by COVID-19 layoffs, furloughs and business closures, our support of employers through premium grace period extensions, payment plans and premium credits issued to all fully insured employers, we saw new business gains and strong retention.
- Priority Health is focused on community outreach and gives back over \$1.6 million a year in sponsorships and philanthropy. Initiatives to reduce barriers to care and improve health equity include:
 - Sponsorship of diaper drives over the summer, resulting in distribution of more than 220,000 diapers while also building awareness of Medicaid.
 - Teaming up with Papa, an organization focused on seniors, to enlist college students to help provide essential services, like transportation, technology assistance and companionship, to Medicare members with chronic diseases.
 - Donating more than \$100,000 to date for COVID-19 relief statewide, including 80,000 meals, small business grants and loans, support for walk-up testing sites for people in poverty, and more.
 - Scholarship funds to YOLO Breastfeeding in Genesee County to provide support and resources to lactation professionals of color.
- With a focus on healthy lifestyles, Priority Health partnered with the National Fitness Campaign to expand free access to high-quality workouts around the state of Michigan. The partnership was formed to fight obesity, improve quality of life and create equitable access to exercise for communities. In 2021, Priority Health and NFC will provide \$600,000 in grants to help communities across Michigan build as many as 15 outdoor fitness courts.



Priority Health worked to promote Black Breastfeeding Week and advocate for breastfeeding support for professionals of color.

Driving Value, Transparency, Affordability and Financial Sustainability

Positioned to Thrive

With a strong financial outlook and robust initiatives to make care more affordable for our consumers, we are well positioned to thrive as we continue to build healthier communities—now and into the future.



Norris Sprague became the first patient at Spectrum Health to receive photodynamic therapy to treat his lung cancer. Becoming an efficient, financially sustainable organization allows us to continue bringing world-class care close to home.

By ensuring our system's financial sustainability, we can continue to drive better outcomes, lower costs and value-based care for our consumers.

Financial health and affordability

- **System financial health.** Spectrum Health continues to earn strong financial ratings. The system's ratings of Moody's Aa3/stable and Standard & Poor's AA/stable reflect strong financials, market share in West Michigan and good market positioning for its various health insurance offerings. Priority Health is rated A/stable with a positive outlook, an indication of financial strength from A.M. Best, which is the largest independent rating agency for insurance companies.
 - Increased price transparency prior to procedure allows people to make informed financial decisions, along with opportunities to connect with a financial counselor or prepay for services.
 - Our health plan's cost estimator continues to improve cost transparency with 18% of people shopping for care, far exceeding the national average for health care price shopping. Our Spectrum Health Epic Price Estimation tool generated over 30,000 price estimates over a three-month period in the 4th quarter of 2020.
- **Budget recovery.** Delivering both care and coverage as an integrated system allowed us to manage costs and risk effectively and be innovative and purposeful. We came back fast from early-year budget deficit projections, meeting our 2020 budget without government assistance.
- **Supporting affordability.** Our teams are creating new options to help people pay for their medical bills.
 - A process to implement a regional patient and family care fund launched for Meijer pharmacies. All Meijer stores located near our regional hospitals are able to bill the hospitals' care management departments when patients cannot afford their medications.
 - Patient Financial Services contracted with Commerce Bank in July and implemented a financing solution that allows more flexible extended payment options for patients with out-of-pocket expenses.
- **Price transparency.** By offering choice and pricing transparency, consumers are empowered to make health decisions and partner with their providers and health plan to stay healthy. This also helps drive down the cost of care.
 - To provide greater price transparency to our community and meet Centers for Medicare & Medicaid Services transparency requirements, Spectrum Health launched its patient-use shoppable estimate tool with over 450 services available for out-of-pocket price estimation.

- **Supply chain innovation is helping to lower costs.** Nimbleness from the supply chain services procurement team allowed us to not only procure critical supplies but exceed CY2020 goals for savings.

Revenue cycle improvements lowering the cost of care

- **Processes to drive efficiencies and cost savings.** Spectrum Health Lakeland has been working to drive value through the implementation of an internal Utilization Review Committee, eliminating vendor services. Plans continue with a peer physician review process, including an internal physician adviser, education and team member process optimization.
- **Reducing claim denials.** The revenue cycle team worked throughout the year to reduce claim denials and avoidable adjustments.

Building value-based care for our organization and our consumers to make care more affordable

- **Spectrum Health West Michigan.** Spectrum Health brought together its West Michigan-based hospital group and medical group into one division, Spectrum Health West Michigan. With one unified board of directors to govern and one executive to lead the combined team, the new entity represents our continued efforts to optimize operations and achieve our vision of personalized health made simple, affordable and exceptional. Spectrum Health West Michigan represents the 13-county region surrounding Grand Rapids.
- **Spectrum Health West Michigan risk contracts.** Spectrum Health West Michigan operates three risk programs: Priority Health, West Michigan Accountable Care Organization and, for the first year, Blue Cross Blue Shield Blueprint. 18 clinical programs were selected for prioritized resources and efforts, including a smaller subset of programs managed in collaboration with the Answer Health physician organization independent practices.
- **Clinically integrated networks, accountable care organizations and provider partnerships**
 - Spectrum Health Lakeland and Spectrum Health West Michigan operate clinically integrated networks with independent provider partners. Spectrum Health Lakeland and Spectrum Health West Michigan also participate in the Centers for Medicare & Medicaid Services Shared Savings Program Accountable Care Organization—Spectrum Health Lakeland is a member of the Federation ACO, organized as a subsidiary to Affirmant, and Spectrum Health West Michigan participates with Answer Health as the West Michigan ACO.
 - Spectrum Health West Michigan also manages collaborative clinical and administrative programs with Holland Physician Hospital Organization and Munson Healthcare's CIN team.
- **Clinical governance and pathways.** Evidence-based care delivers better outcomes at lower cost to patients. "Minimizing clinical variation" became a goal in 2020. A systemwide clinical governance structure was implemented to standardize processes used to make clinical quality decisions across service lines and services. Since October 2019, 135 expert improvement teams have been aligned to 14 clinical practice councils, reporting to one clinical excellence council. By the end of 2020, the program had completed six clinical pathways.
- **Outcome-based savings.** The pathway to outcome-based savings links clinical outcomes to savings by using specific medical supplies. All Spectrum Health West Michigan value analysis teams are participating, with tracking metrics tied to length of stay, hospital-acquired conditions, readmissions, direct cost/care impact and total cost/case impact. A mechanical thrombectomy device, for example, eliminated the need for expensive thrombolytics and ICU-level monitoring, decreasing length of stay and yielding \$119,550 in outcome-based savings in 2020.

Community Trust and Transparency

People Matter, Relationships Matter

Partnerships help us connect and bring care to the people and neighborhoods that need it, like mobilizing a vaccine clinic at New Hope Baptist Church and sending the YMCA veggie van into areas with limited access to fresh produce.

Our relationships—with our generous donors, with our community partners and with compassionate individuals in our communities—help us achieve our mission to improve health, inspire hope and save lives.

Health is a team sport.

Partnerships make a difference.

- Our care management team began working with the G.R.A.C.E. Network (Gathering Resources and Aligning Community Efforts), a community consortium of organizations collaborating to address clinical, behavioral and social health needs in our community. As the only health system in this group, we have helped connect people with immediate housing solutions, which means safer recovery from acute illness; helping a family manage a child's illness; and providing housing to a new mother and baby with nowhere else to go.
- Our teams partnered with multiple school districts and public health departments to lend our expertise surrounding infectious diseases, infection prevention and public health, as they prepared their back-to-school plans, including multilingual guides, videos and an information toolkit with best practices. Spectrum Health is using its Healthier Communities school health program as a model to be scaled both virtually and in person to support the schools.
- Employer resources were created to help keep their workplaces safe, including a mobile symptom checker, employer hotline, dedicated web content, LinkedIn Live, and an employer guide available in English and Spanish. Our occupational medicine team also worked with many local businesses to help them with return-to-work safety processes.
- The partnership between Spectrum Health and Grand Valley State University resulted in several initiatives:
 - The development of school resources and guidance on COVID-19.
 - Building the curriculum for an elective adult critical care nursing course within the Kirkhoff School of Nursing.
 - Co-development between Spectrum Health Innovations and GVSU of the SimPull lateral patient transfer device has spurred the launch of The Patient Company, a new startup led by our own Andy Heuerman.

- Spectrum Health supported over 130 sponsored events, mostly virtual, in the communities we serve this past year, including the NAACP Freedom Fund Gala, March of Dimes March for Babies and Literacy Center of West Michigan Spellebration. These events and programs reached over 170,000 people.
- The Veggie Van distributed 9,350 bags of fresh produce to 30 locations throughout our 16-county service area.
- Spectrum Health partnered with Versiti Blood Center of Michigan to host safe and socially distanced blood drives throughout our system, collecting 3,800 pints amid challenges of a pandemic, up 41% from 2019.
- Spectrum Health joined The Right Place and other corporate sponsors in supporting the New Community Transformation Fund, aimed at increasing ethnic and racial diversity in ownership and entrepreneurship in West Michigan. Our investment will enhance local supply chain relationships, diversify our vendor base and contribute to the overall economic development of West Michigan.
- Michigan State University, Van Andel Institute and Spectrum Health collaborated on research that gets one step closer to understanding how uterine fibroid tumors develop, a study that may lead to fewer hysterectomies in women.
- Spectrum Health and Medtronic continued their partnership with a new value-based health care program initiative to improve outcomes and reduce total cost of care over the next five years. The first project will focus on cardiac rhythm management to reduce readmission rates and complications.
- Spectrum Health became one of 54 sites in the Northeast Amyotrophic Lateral Sclerosis Consortium that received FDA approval to proceed with administering three proposed drug regimens in the Healey ALS Platform Trial, the first trial of its kind for ALS.



Signs of support from our community.

Building community trust

The pandemic underscored the importance of connections and shared responsibilities for each other's health and safety. Through actions and communications that were nothing short of extraordinary, we strengthened trust within our communities. Market research indicates a 40-point increase in unaided brand awareness and established Spectrum Health as the top-of-mind health system among consumers.



Holding blood drives during the pandemic was a feat of agility and fortitude. Spectrum Health partnered with Versiti Blood Center of Michigan, collecting 3,800 pints of blood and saving a possible 11,428 lives.

Philanthropy is integral to our success

Generous giving provides a lifeline to support innovative programs and services and leading-edge research. Despite the challenges of a pandemic, generous donations from individuals, businesses, organizations and grantors totaled \$26.34 million in 2020, surpassing a goal of \$23 million.

By the numbers

Total donations surpassed **\$0.5 billion** since Spectrum Health formed in 1998.

Over **two-thirds** of funds in 2020 supported programs, with the remainder funding capital projects.

Over **4,000 donors** made first-time gifts.

The median gift amount was **\$70**.

Over 8,800 gifts were **\$100 or less**, adding up to over \$415,000.

Nearly **\$8 million** given to our endowment, combined with an over 12% return on endowment investments, has moved the overall value of our internally and externally held endowment to **over \$132 million**.

Among this year's generous contributions:

- **The Acrisure Center for Innovation in Children's Health** was established at Helen DeVos Children's Hospital through the generous support from leaders and employees at Acrisure LLC. The \$15 million pledge will advance programs, services and providers in developing leading-edge care and life-saving therapies to our youngest patients.
- **The Jack H. Miller Magnetoencephalography Center**, made possible through the generosity of Jack H. Miller, opened in December 2020 to provide advanced technology for diagnosis and treatment of epilepsy and brain tumors in children and adults. Magnetoencephalography is one of the most advanced functional neuroimaging technologies available for mapping brain activity, and this new device is the first of its kind in West Michigan.

- **Dick and Ethie Haworth** continued their longtime advocacy for Spectrum Health with a generous gift that is transforming cancer treatment at Helen DeVos Children's Hospital, offering a new approach to caring for adolescents and young adults. In addition, their generosity established our first endowed division chief—James Fahner, MD, endowed chief for pediatric hematology/oncology. In recognition of their tireless support, the program was named the Ethie Haworth Children's Cancer Center.

Other Spectrum Health Foundation initiatives this year included the following:

- Although the Gala party was canceled, the need was not, and donors allowed their gifts totaling \$700,000 to be retained to expand the Spectrum Health genomics program.
- More than \$1.5 million was given financially and through in-kind gifts to support Spectrum Health's COVID-19 response, including analyzers to ramp up testing, convalescent plasma therapy, research, the Headspace app for team members and wellness carts to support the front line.
- Donor-funded renovation of the Renucci Hospitality House was completed for family members whose loved ones are receiving care in our facilities.
- The auto show charity event raised more than \$100,000 for essential programs and services at Helen DeVos Children's Hospital.
- In partnership with iHeartMedia, the 21st Annual Helen DeVos Children's Hospital Radiothon raised \$484,372, a \$63,000 increase over 2019.
- Spectrum Health United and Kelsey hospitals awarded six college-bound students pursuing careers in the medical field with \$1,000 scholarships from the Spectrum Health Foundation and medical team members.



The genomics program continues to make remarkable advancements and discoveries in genetic conditions and rare disorders. Thanks to a groundbreaking genetic discovery by medical geneticists at Spectrum Health and Michigan State University College of Human Medicine, Marley has made significant progress and her parents have peace of mind knowing more about their daughter's condition.

Grants fuel continued expansion of programs and services

- **The Michigan Health Endowment Fund** provided grants to help several Spectrum Health programs:
 - Family RX program received a repeat investment of \$500,000, bringing total support from the health fund to \$1 million. The program for at-risk populations is creating impactful behavioral changes, lowering health care costs and improving outcomes.
 - A \$100,000 grant for GREAT MOMS (Grand Rapids Encompassing Addiction Treatment with Maternal Obstetric Management) will help with the Family Medicine Residency Center expansion. It will provide neonatal and infant care directly coupled with a mother's primary care needs related to substance abuse.
 - Vulnerable Population Continuing Care Services at Spectrum Health Lakeland, in partnership with Region IV Area Agency on Aging, received \$500,000 to integrate home- and community-based services with clinical care for high-risk older adults.
 - Spectrum Health Lakeland received a grant of \$55,474 to support a pop-up art and wellness center.
- **Spectrum Health Healthier Communities** received \$1.1 million in federal Healthy Start funding to support the Strong Beginnings program to continue making significant improvements in maternal health and infant mortality in Kent County.
- **The Trauma Research Institute** was awarded a \$500,000 clinical trial to conduct research using hemodynamic monitoring devices to help manage critically ill patients' blood pressure, heart rate, cardiac output and central venous pressures, creating safer patient care and reducing the need for repeat procedures.
- **Spectrum Health Big Rapids and Reed City Hospital Community Programs** received renewal funds of \$34,000 for Fit4You, a weight management program that provides education and grant-supported programming.

Reshaping the

Personalized Experience

Knowing ourselves and our consumers—and building experiences that reflect the needs of individuals—is central to our vision for personalized care made simple, affordable and exceptional.



By understanding the genetics behind a disease, our clinical researchers are developing treatments tailored to each individual's genetic code. Now, people like Katriona VanDoorne, who was diagnosed with cystic fibrosis at two weeks old, can receive breakthrough medications to live a fuller life.

We are reimagining our work processes and leveraging new digital tools and platforms to simplify how we work and pave the way for greater collaboration, support and engagement.

Greater flexibility for team members

- We scaled quickly to provide the opportunity for 20% of our team members (7,000+) to work virtually, as we made changes to our workplace environment to keep people healthy and safe, and to comply with state guidelines. Virtual work has earned high marks, with 97% of team members working remotely reporting high satisfaction.
- Plans are underway to develop a long-term “future of work” strategy that prioritizes
 - Health and safety of team members
 - Role and activity-based approach
 - The fostering of belonging and inclusion
 - Performance
 - Consistency of system policies regardless of work location
 - Preservation of our values
 - Recruitment and retention balanced with financial sustainability

Tools to work smarter

- **Enterprise Resource Planning.** Our 18-month effort to streamline and simplify our collection of enterprise services was completed in 2020 and went live on Jan. 1, 2021. The effort included the launch of new ERP program, which consolidated finance, human resources and supply chain systems to Workday and HR ServiceNow. More than 600 change agents representing all areas of the organization supported their teams through go-live along with navigational tools. Within the first month, Workday had more than 31,000 unique logins via the desktop and mobile applications, representing 93.5% of Spectrum Health team members.
- **Warehouse Management System.** The Tecsys Warehouse Management System went live in January 2020, ushering in modern technology to the Supply Chain Distribution Center and replacing outdated paper-based processes for storing and picking inventory. The system and recent warehouse redesign are expected to improve productivity by 20%.
- **Spectrum Health Lakeland Integration.** Migration to Office 365 is complete, connecting 4,000 Lakeland team members to the rest of Spectrum Health’s email and calendar system.
- **Cybersecurity.** Our continued focus is on increased awareness, malware prevention and protection, and third-party risk mitigation to address threats to health organizations nationwide.

S.T.A.R. medical center go-live

Our fleet of 18 TUG robots helped keep our team members and environments safe. Supported by our supply chain, nutrition and environmental services teams, robots completed the heavy, manual work of moving linens, shuttling food trays, delivering supplies and carrying trash so team members could focus more on personalized customer service.



From January to August 2020, the TUG robots traveled 1,581 miles.

There has never been a year when we’ve challenged the status quo more to improve the personalized experience for our consumers.

Understanding our consumers

Data-driven consumer segmentation is helping us personalize health and create stronger relationships and more effective precision marketing messages tailored to consumer experiences. Feedback from more than 2,500 residents in Michigan identified six different consumer segments with unique needs, behaviors and expectations in seeking health care services.

Personalized scheduling in MyChart

The pandemic has intensified how we’ve been able to improve the online scheduling experience to meet needs of our consumers. People can conveniently schedule COVID-19 screening and testing by selecting a time and location that works best for them in MyChart.

Digital advance care planning tool

To help ensure that patients’ wishes for care are documented, a new digital tool enables the health care team to easily access reliable and actionable ACP information and create a personalized plan of care based on expressed preferences. The tool will also be available to our community partners.

Web-based parking technology

A \$2.5 million capital project is underway to significantly enhance the parking experience for everyone. Current pay lane equipment will be replaced by state-of-the-art, web-based technology and wayfinding technology.

Priority Health is focused on innovative solutions to personalize member services and coverage, including:

- **Next Best Action.** This year, 2 million next best actions—personalized recommendations to consumers that educate, inform and motivate behavioral change—were delivered digitally and through concierge services, resulting in a 10% reduction in phone calls, improved consumer experience by 2 percentage points and a projected member savings of \$7 to \$10 million.

- **Digital member experience.** The Priority Health Member Portal served four distinct types of members this year:
 - Medicare membership now has easier access via the portal to Papa, a program that provides eight hours monthly of companionship and help, and access to Brain HQ, a mental dexterity training program.
 - Medicaid membership through the app gained easy access to a free ride to and from appointments, as well as mileage reimbursement for those driving their own vehicle.
 - Individual members took advantage of a convenient virtual-first plan, which features access to primary care and referrals as needed via Doctor on Demand, linked from the portal.
 - Group members who have coverage through their employers and live outside of Michigan can now easily search the Cigna provider network and Healthcare Bluebook to estimate visits and prescriptions, linked through the portal. Additionally, groups had the option to purchase Priority Engage, a new plan incentivizing members to shop and select a fair-cost facility to receive higher coverage for that shopped encounter.
- **Better experience for Priority Health agents.** A new management platform, Vlocity, is improving employer group data intake, offering agents new self-service capabilities. In the future, our sales team and management will have a single, unified platform to more effectively manage sales performance and enhance relationships and customer satisfaction.
- **Data integration.** Priority Health began partnering with Michigan Health Information Network to prepare for secure, real-time access to clinical information about our members to achieve better patient care.

Building for the Future



Residents and fellows across all programs responded to the pandemic by working in different areas of the hospital.



Building a better normal for the future requires continued focus on recruitment, talent development, and purposeful growth to support our mission to improve health, inspire hope and save lives.

Leading-edge research and education are driving innovation and advanced care for the future

Spectrum Health Office of Research and Education

- In 2019, medical education and research combined into one team, Spectrum Health Office of Research and Education (known as SHORE), to share team expertise and resources to strategically expand and better support research and education initiatives.
- In April, Spectrum Health was the first in the state to provide convalescent plasma therapy through emergency use authorization to hospitalized, critically ill COVID-19 patients. To be able to continue treatment, the Spectrum Health Foundation supported COVID-19 treatment options with a \$1 million generous gift.
- In July, Surender Rajasekaran, MD, joined SHORE as the medical director of research, offering a robust clinical research portfolio of expertise, including external funding and a specialization in pediatric genomic medicine.
- Spectrum Health opened a monoclonal antibody infusion clinic in December for non-hospitalized COVID-19 patients with mild symptoms.
- In December, SHORE established five research Centers of Excellence, highlighting investigator-initiated research, innovative discovery and treatments, technology-based solutions and multidisciplinary collaboration. The five COEs are genomics and precision medicine, cognitive and behavior health, immunology and infectious disease, technology in health care and health equity research—all leading to high-quality clinical research.
- The Alliance, a partnership between Spectrum Health and Michigan State University College of Human Medicine, created a fall funding grant application process to support innovative clinical research initiatives. Each grant application must have a lead physician researcher/scientist from both Spectrum Health and MSU in order to be considered for funding.

- In November, the senior academic adviser role was established to increase awareness and visibility for research and education within all clinical service lines, including partnering with Michigan State University College of Human Medicine.
- The Gerber Foundation awarded Helen DeVos Children's Hospital a \$350,000 grant to study rare diseases in undiagnosed neonatal patients.

Medical education continues to grow

- Spectrum Health, in partnership with Michigan State University College of Human Medicine, welcomed 115 new residents and fellows in July, bringing our total number of residents to 356.
- In 2020, four new residency and fellowship programs—pediatric hospital medicine fellowship, vascular neurology fellowship, hospice and palliative care fellowship, and child neurology residency—received accreditation through the Accreditation Council for Graduate Medical Education, bringing the total number of residency and fellowship programs to 32.
- Spectrum Health welcomed the first-ever rural OB/GYN track resident physicians through MIDOCS, a state-funded program that recruits and retains physicians in rural and underserved areas. The OB/GYN rural track program was strategically developed in partnership between Spectrum Health rural hospitals and four leading universities in Michigan to expose residents to medically underserved communities.
- In June, 89 residents and fellows graduated from residency and fellowship programs at Spectrum Health to go into practice or continue training in a subspecialty. Twenty graduates remained at Spectrum Health in attending roles or joined one of our fellowship programs.

- During the COVID-19 pandemic, senior internal medicine and internal medicine/pediatric residents received temporary emergency privileges to practice as attending physicians. Residents and fellows across all programs responded to the pandemic by working in different areas of the hospital.
- In December, Michigan State University College of Human Medicine medical students began assisting at Spectrum Health vaccine clinics.

- A new Spectrum Health Academy of Physician Educators program, funded through the Spectrum Health Foundation, will improve health care outcomes through teaching expertise. The creation of a formal community of educators promotes educational excellence and strengthens how we teach resident and fellow physicians.



The Jacob and Lois Mol Cardiovascular Simulation Center is one of the only such dedicated centers in the world.

Awards and Recognition

Spectrum Health is consistently recognized for health, safety, quality and consumer experience outcomes, demonstrating the hard work and outstanding service of team members across the system. Among the awards in 2020:

- Spectrum Health Zeeland Community, Big Rapids and United hospitals were awarded an A in the fall 2020 Leapfrog Hospital Safety Grade, a national distinction recognizing the hospital's achievements protecting patients from harm and providing safer health care. It was the ninth consecutive A grade for Zeeland and United, and the fourth consecutive A grade for Big Rapids. Spectrum Health Big Rapids, Blodgett, Lakeland, Ludington, United and Zeeland Community hospitals were awarded A ratings in the spring.
- Paving the way for continued work between Spectrum Health, the Strong Beginnings Program and Michigan State University, the National Institutes of Health awarded a \$3.9 million grant to MSU to test the effectiveness and cost-effectiveness of a multilevel intervention to address African American maternal morbidity and mortality in Genesee and Kent counties.
- Spectrum Health Reed City Hospitals' Rehabilitation and Nursing Center and Spectrum Health United and Kelsey Hospitals' Rehabilitation and Nursing Centers received the highest overall ratings from U.S. News & World Report, among just 21% of skilled nursing facilities recognized as a Best Nursing Home for 2020-21.
- Spectrum Health Pennock Family Birthing Center was recognized for exceptional care with 100% likelihood to recommend scores from consumers.
- Spectrum Health West Michigan and Spectrum Health Lakeland were recognized as 2020 College of Healthcare Information Management Executives' Digital Health Most Wired organizations. Spectrum Health West Michigan earned the highest marks in Michigan in three patient areas, and Spectrum Health Lakeland was recognized in two.
- Spectrum Health Supply Chain Services received Gartner's 12th Annual Healthcare Supply Chain Top 25 distinguished award for 2020, for the third year in a row.
- Gerber Memorial received statewide recognition for its model cessation program in earning the Michigan Health & Hospital Association's Ludwig Community Benefit Award.
- Spectrum Health Zeeland Community Hospital was named to the Fortune/IBM Watson Health 100 Top Hospitals list for the fifth consecutive time.
- Spectrum Health Pennock earned state recognition for its Journey to Zero Infections project with the Michigan Health & Hospital Association's 2020 Advancing Safe Care Award.
- Spectrum Health was recognized nationally as among the 100 Best Places to Work in IT by IDG InsiderPro and Computerworld.
- Spectrum Health Helen DeVos Children's Hospital was ranked in U.S. News & World Report's Best Children's Hospitals 2020-21 in eight specialties, the highest number of honors achieved to date. This is the ninth year the hospital has been included in this prestigious national list.
- Spectrum Health Butterworth and Blodgett hospitals were ranked "high performing" in three adult specialties and 20 procedures/conditions in U.S. News & World Report's 2020-21 Best Hospitals.
- Spectrum Health was among 23 health providers nationwide, and the only one in Michigan, to be recognized for the high performance of its revenue cycle management from the Healthcare Financial Management Association.
- The American Heart Association presented the Richard M. DeVos Award for Medical Excellence to John C. Heiser, MD, a leader in the field of cardiothoracic surgery over several decades in West Michigan.
- Ovell Barbee, senior vice president of human resources and chief diversity officer, was named 2020 Walter Coe Public Service Award Honoree and recognized by Corp! Magazine with its Diversity Business Leader Award. He was also appointed to the board of directors of the National Diversity Council's National Coalition for Racial Justice & Equity, focused on strategic and intentional racial equity efforts.
- Kevin Vos, senior director of hospitality support services, was recognized with the Association of Healthcare Foodservice Spotlight Award.
- Spectrum Health Kelsey Hospital and the ED team were recognized for their work with trauma patients by earning Level IV trauma certification from the State of Michigan.
- Spectrum Health Butterworth, United and Lakeland–Niles hospitals were named to Newsweek's 2020 list of Best Maternity Care Hospitals.
- Spectrum Health Butterworth, Gerber Memorial, Lakeland–Niles, Pennock and United hospitals were among 16 hospitals recognized by the Economic Alliance for Michigan for excellence and improvement in maternity care. Spectrum Health Big Rapids and Zeeland Community hospitals received the improvement award.
- Spectrum Health Lakeland and Spectrum Health West Michigan were recently awarded the national designation of Gold Star Level 9, placing them in the highest 6% of all Epic customers.
- Becker's Hospital Review recognized Darryl Elmouchi, MD, president of Spectrum Health West Michigan; Jason Joseph, senior vice president and chief information officer; and Scott Dresen, senior vice president, information services, and chief technology officer, as national leaders in their field in 2020.
- Caring Circle of Spectrum Health Lakeland was selected as a Circle of Life Award Winner for 2020 from the American Hospital Association.
- Priority Health's advanced analytics team was recognized as Employer of the Year by Grand Valley State University's Professional Science Master's program.
- Spectrum Health Innovations was recognized by Becker's Hospital Review and named to its 2019 list of healthcare innovation centers.
- Spectrum Health Lakeland achieved Healthcare Financial Management Association's Patient Financial Communications Best Practice Adopter status.
- Spectrum Health received an STS 3-Star Rating, the highest possible ranking, from the Society of Thoracic Surgeons for quality of coronary artery bypass graft surgery among hospitals across the country.
- The latest Scientific Registry of Transplant Recipients ranked Spectrum Health best in state for one-year patient survival and amongst the top five for all adult lung transplant programs in the U.S., as determined by our expected outcomes.
- The Spectrum Health Big Rapids stereotactic program achieved American College of Radiology accreditation for the first time. Mammography is now 100% accredited, including breast ultrasound and ultrasound-guided breast biopsies.
- All but two of Spectrum Health's primary care practices received Patient-Centered Medical Home designations from Blue Cross Blue Shield of Michigan.
- Spectrum Health Medical Group Primary Care consistently ranked #1 and #2 in quality measure performance, based on a collection of adult and pediatric quality metrics.
- Priority Health won the 2021 MiBiz Deals & Dealmakers Award in the Health Care category for the Total Health Care merger.

