

2021 ACCOMPLISHMENTS

THE YEAR OF BEING:

**Present.
Engaged.
Courageous.
Extraordinary.**

ACCOMPLISHMENTS 2021

WE ARE HERE—
AND WE ARE BETTER—WITH YOU



For nearly 25 years, Spectrum Health has served our communities to improve health, inspire hope and save lives. The last two years have challenged and changed us in ways we never imagined. Yet we have grown exponentially as individuals, as an organization and as a larger community, with a heightened sense of awareness, humility and courage.

2021 was the year of being **present**. We stood with—and cared for—our communities and each other every day—living our values, staying strong, surge after surge. The vaccine rollout heralded a new day, bringing us one step closer to a healthier future. Yet challenges remain. I am so proud—and truly in awe—of our teams for their incredible strength and resilience. We have embraced those we love, realized the importance of being real and courageously opened our hearts and minds to listen and to take action toward meaningful change.

2021 was the year of being **engaged**. Our team members, community partners and many, many supporters worked together, sharing resources, to better serve our communities. West Michigan Vaccination Clinic, mobile and neighborhood clinics and new health equity efforts are a few examples of these remarkable collaborations. I am incredibly humbled and grateful for our team members, our leaders and our communities. We have problem solved together to address each unexpected turn of this unprecedented public health crisis.

2021 was the year of being **extraordinary**. Our focused commitments to health equity, inclusion, and economic and environmental sustainability brought significant advancements. Spectrum Health Helen DeVos Children’s Hospital and Spectrum Health Richard DeVos Heart and Lung Transplant Program turned 10, marking extraordinary innovation and countless lives saved and improved over the decade. And we began an impactful journey with Beaumont Health to create a new, even more accessible, affordable, equitable and exceptional health system. These are collective achievements of which we can all be proud.

Our work has not been easy, yet together we have persevered to fulfill our purpose and our mission. Without you, we would not be where we are today. With you, I feel certain our best days are yet to come. It has been a privilege to lead Spectrum Health and now BSHS System starting in 2022. I am proud and honored to reimagine the future of health with you.

Tina

Tina Freese Decker, President & CEO, BSHS System



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Photos in this piece were taken in accordance with CDC social distancing and mask guidelines.

01

PEOPLE AND CULTURE

This was another year of unanticipated challenges. Together, we experienced the yin and yang of being: fatigue and hope; heartbreak and resilience; fear and courage.



ACCOMPLISHMENTS 2021



OUR MISSION, VISION AND VALUES CENTERED US AS WE FOCUSED ON WHAT MATTERS MOST— OUR PEOPLE AND OUR COMMUNITIES.

Caring for our teams

With people at the heart of all we do, our teams' mental and physical health were more important than ever. And so in the face of incredible staffing challenges and the emotional roller coaster of caring for all while striving to do our best, we ramped up team wellness initiatives and services so that we could do everything possible to help mitigate compassion fatigue, stress and burnout.



Putting people first

Equally important, we continued to listen—simplifying our processes and supporting our workforce—as we focused on creating an organization of compassion, excellence and connectedness. Our systemwide listening surveys continued to pave the way for greater understanding, strategy and action. We expanded benefits to team members and boosted wages for nurses and other positions. And we maintained robust communications with our internal teams as well as our communities.

ACCOMPLISHMENTS 2021

Prioritizing diversity, openness and empathy

We also made greater strides in 2021 toward building a more inclusive, respectful and empathic culture. We held our second annual systemwide Day of Understanding, and Martin Luther King Jr. Day—now a paid holiday at Spectrum Health—drew participation across the organization. A variety of workshops and programs launched to encourage greater inclusion and diversity among teams, and in hiring and promotion practices.



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Inspiring hope in our communities

We worked tirelessly to support the health of our community, organizing large-scale and targeted mobile vaccination clinics. Spectrum Health West Michigan and Lakeland teams continued to meet the increasing need for testing, care and support. Priority Health waived copays for COVID-19 medical treatment and covered vaccinations and boosters at \$0 cost share coverage for fully funded health plan members. And throughout the year, we maintained communications and outreach to ensure that our partners and communities stayed informed and prepared.

Our teams worked relentlessly in 2021 to keep our communities healthy as the pandemic surged again and again.

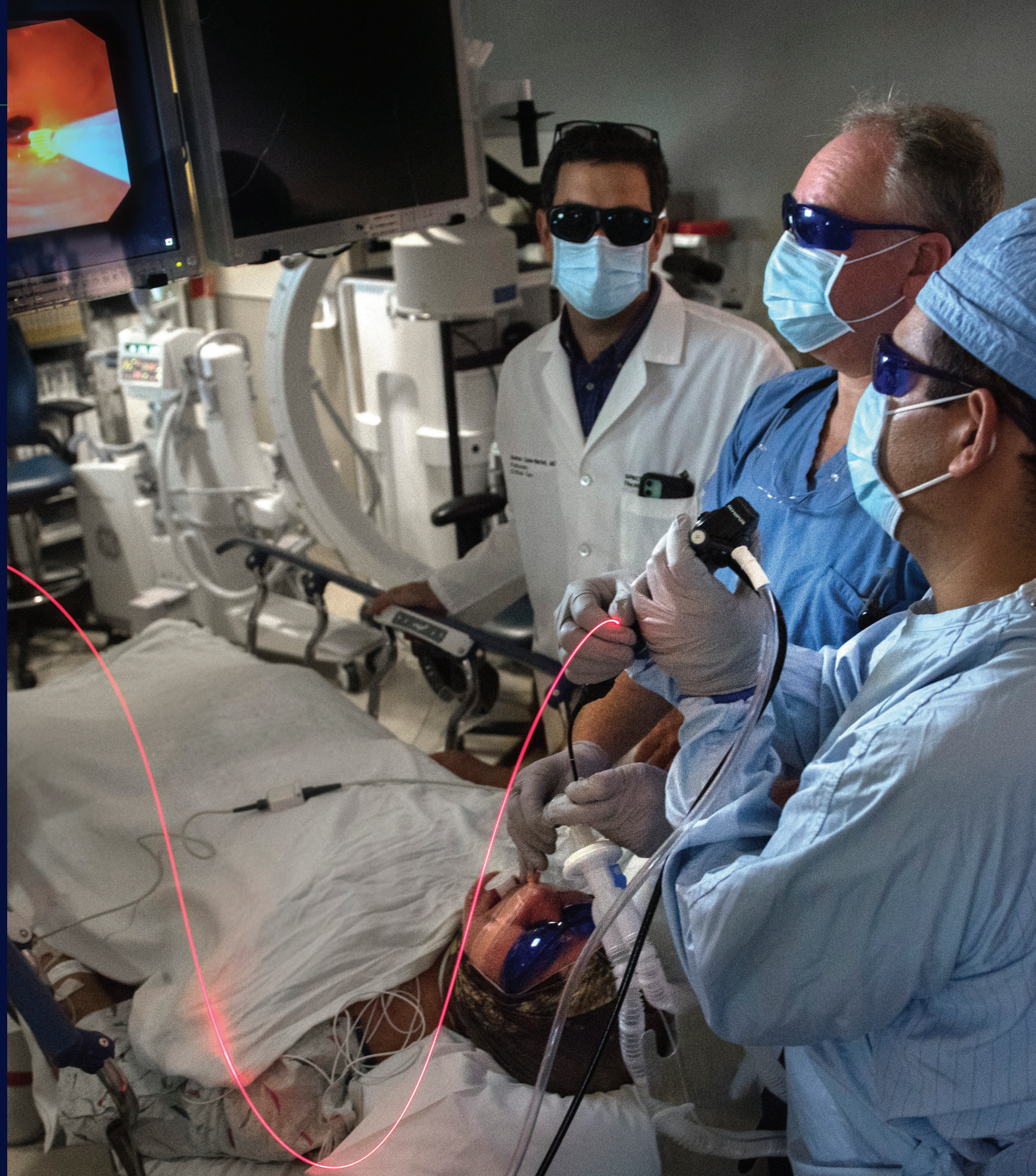


ACCOMPLISHMENTS 2021

02

REIMAGINING CARE AND COVERAGE

Our teams work passionately every day to make care and coverage better. We remain steadfast in providing innovative, extraordinary services, and to create better, more convenient and personalized experiences for our patients and health plan members.



ACCOMPLISHMENTS 2021

OUR TEAMS WORKED TOGETHER AS ONE INTEGRATED SYSTEM TO TREAT ILLNESS AND SUPPORT HEALTH AND WELLNESS.

Innovating our care



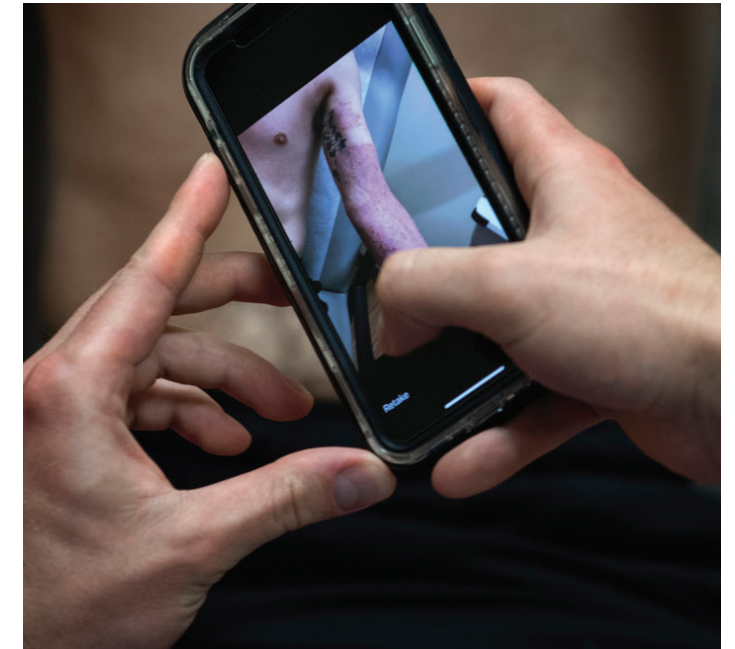
ACCOMPLISHMENTS 2021

Acute health

- Supply chain, sterile processing and surgery teams completed Spectrum Health's first EPICEL case for a 70% total body surface area burn patient. EPICEL is a cultured epidermal autograft made in a lab from a patient's own skin, which allows entire open burned areas to be covered in one treatment—saving patients from numerous surgeries and months in the hospital.

Behavioral health

- The behavioral health team worked strategically to expand services through operational efficiencies in outpatient adult and pediatric psychiatry and behavioral medicine clinics to increase the number of patients served.
- Spectrum Health Medical Group and Spectrum Health Helen DeVos Children's Hospital joined to develop a behavioral health welcome center, offering efficiencies for patient scheduling and referrals.
- The award-winning Blue Envelope school suicide prevention program expanded to four Michigan counties: Mason, Muskegon, Mecosta and Montcalm.
- To help destigmatize mental health and encourage conversations around the importance of mental health to overall physical health, Spectrum Health distributed kits with educational information to more than 120 providers and launched a web page for patients.



Cancer health

- Spectrum Health Grand Rapids and Spectrum Health Zeeland Community Hospital began offering SOZO lymphedema monitoring and rehab. The technology is used before and after cancer treatment to detect, monitor and treat possible lymphedema early.
- To promote early diagnoses and treatments through screening, Spectrum Health launched targeted campaigns to encourage mammograms and lung cancer screening.
- Radiation oncology experienced unprecedented growth in referral volume at Spectrum Health Lemmen-Holton Cancer Pavilion.
- The Autologous Bone Marrow Transplantation Same Day Chemotherapy project was introduced. Within the first six months, the project resulted in a one-day length-of-stay reduction and over \$500,000 in cost savings.
- Betty Ford Breast Care Services increased inclusiveness by offering LGBTQ+ affirming breast cancer screenings at Baxter Community Center.

ACCOMPLISHMENTS 2021

Spectrum Health Helen DeVos Children's Hospital celebrated 10 years in the iconic blue building, providing world-class medical and surgical care to infants, children and adolescents across Michigan, the country and the world.



Spectrum Health Helen DeVos Children's Hospital

To meet an all-time high of pediatric and adolescent behavioral health patients as psychiatric licensed beds throughout the state are beyond capacity, Helen DeVos Children's Hospital launched these initiatives:

- Added six additional “safe rooms” to provide a safer environment for this special pediatric patient population.
- Converted existing space for a 12-bed pediatric medical-psychiatric unit to accommodate pediatric patients with behavioral health comorbidities and other medical needs. The State of Michigan funded \$5 million toward the project.

- More than 120 pediatric and adult patients received treatment in 2021 at the new Jack H. Miller Magnetoencephalography Center at Helen DeVos Children's Hospital, more than double the amount anticipated in its first year. The MEG is used to detect the specific seizure location, allowing neurosurgeons to perform precision surgery.
- A new sensory room on the 10th floor offers a place of solitude and comfort for children with special needs.
- The pediatric gastroenterology team at Helen DeVos Children's Hospital was the first program in Michigan to offer IB-STIM therapy, with a disposable digital device worn much like a hearing aid, to pediatric patients struggling with irritable bowel syndrome and other functional abdominal pain.

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Cardiovascular health

- The heart and lung transplant team marked the 10-year anniversary of the Spectrum Health Richard DeVos Heart and Lung Transplant Program and completed a record-breaking 10 transplants in January—five heart, four lung and one pediatric kidney. Transplant survival metrics released in summer 2021 indicated the second-best one-year patient survival outcomes for lung transplant recipients in the U.S. And for three-year patient survival rates, Spectrum Health is tied for fifth.
- Spectrum Health began planning for a new 24-bed ICU unit at Spectrum Health Fred and Lena Meijer Heart Center.
- Thanks to robust collaboration between CT surgery and electrophysiology teams, the cardiovascular convergent program—a cutting-edge, hybrid staged ablation procedure for atrial fibrillation—had its strongest year.
- Spectrum Health providers expanded cardiovascular services to patients from the South Haven area under a new lease arrangement in a Holland Hospital facility.

Digestive and specialty health

- The Titan SGS—an innovative new stapling technology—was used in Michigan for the first time since its FDA approval by Dr. Jon Schram, board-certified physician specializing in bariatric surgery and weight loss management, and his team, in a sleeve gastrectomy procedure.
- The gastroenterology study team began open enrollment of a clinical trial for patients with Crohn's disease to evaluate the efficacy and safety of Filgotinib, a small molecule Jak1 kinase inhibitor.
- Spectrum Health Zeeland Community Hospital began offering additional gastrointestinal testing on the Lakeshore. These two testing methods—Manometry and Bravo—were previously performed only in Grand Rapids.



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Neurological health

- Providers launched a series of virtual sessions to improve knowledge regarding stroke risk factors for communities of color through Alliance grants. The program is geared toward helping community organizations and care workers learn prevention strategies to help vulnerable populations.
- A new emergency department stroke clinical pathway was completed and implemented, outlining best practices and evidence-based care for the management of acute stroke patients across the system's EDs.
- Dr. Sanjay Patra became the first surgeon in the U.S. to implant a sensing deep brain stimulation device into an epilepsy patient. The DBS system allows certain brain signals to be recorded in real time to guide programming and help tailor therapy to each patient's brain signal reading.
- Neurosurgeons and rehabilitation and research teams collaborated on a research study published in The Lancet, drawing global attention to Spectrum Health. The study aimed to determine if loss of arm function after ischemic stroke might be improved by vagus nerve stimulation and rehabilitation.
- A novel program using telemedicine technology and regionally based ambulatory neurology advanced practice providers launched in the Big Rapids and Hastings markets.



ACCOMPLISHMENTS 2021



Orthopedic health

- Plans began to create an orthopedic center for the Grand Rapids market on the Beltline Integrated Care Center campus.
- Spectrum Health orthopedic and surgical services partnered to reintegrate robotics into the total joint program, beginning by updating the Stryker Mako robot at Spectrum Health Blodgett Hospital. Studies of the procedure indicate improved long-term outcomes compared to traditional techniques.
- Orthopedic subspecialty providers and services expanded to Spectrum Health Grand Haven Center.
- Orthopedic providers led the medical team coverage of the River Bank Run in October, which drew 5,500 runners—the first River Bank Run since 2019 due to the pandemic.

Post-acute care

- Spectrum Health Hospice celebrated 15 years of service in 2021. The program has developed a full continuum of hospice and palliative services to provide patients with excellent symptom management, enhanced quality of life and support to caregivers.
- Epic went live in October at the Spectrum Health Long-Term Care facilities on the Kalamazoo and Fuller campuses, extending the ability to assist clinicians with care transitions for patients.

ACCOMPLISHMENTS 2021

Lifestyle medicine

- A leading-edge lifestyle medicine specialty practice opened in 2021, raising awareness of the program's four pillars: nourish, move, connect, restore.
- The Family Kitchen 2.0 launched in 2021, focusing on improving diet quality for underserved families through various cooking skills and health coaching throughout the classes. A Spanish language version is scheduled for 2022.
- The annual Spectrum Health 30-Day Plant Powered Challenge was expanded to include the public in 2021, drawing nearly 3,000 registrants across 23 states and three countries, focused on adding more whole foods, vegetables and fruit to their daily diet.
- The lifestyle medicine team is leading a systemwide effort to support patient health and well-being through AppScript, allowing clinicians to prescribe health apps and digital therapeutics to patients. Spectrum Health is the first health system to embed the app prescribing software into Epic.
- An innovative tobacco and nicotine treatment program for patients and the community is tailored to the patient's readiness to change. Programs are delivered virtually and reinforced with educational materials and behavioral nudges delivered through MyChart.

Primary health

- Pilots for second-level RN triage for day and night coverage are achieving continued success in primary care offices. Since 2021 program inception, 384 ED visits were avoided and more than \$800,000 in savings was realized.
- Another pilot, Modern Day House Call, launched to Priority Health members and Spectrum Health patients in Kent County, offering same-day urgent care in their homes at the same copay as a primary care visit.



- Aimed at value-based care and reducing health care costs, a pilot was launched to increase access at three primary health sites for patients with symptoms that were typically referred to the emergency department.
- Spectrum Health Medical Group Urgent Care sites met their goal of being a "likelihood to recommend" top box performer.
- An Advanced Primary Care campaign targeted Priority Health patients 64 and older with more than three chronic conditions who would benefit from additional services.

Pulmonary health

- A new pulmonary rehabilitation gym opened in Grand Rapids to help improve respiratory symptoms and quality of life for persons with chronic obstructive pulmonary disease.

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Women's health

- Women's Health and Wellness Center: Exceeding year one goals by offering over 10 specialties with a collaborative care model, this practice is designed to keep women well, offering holistic care that addresses pain points and barriers to care. Highlights include:
 - 94.4% patient experience likelihood to recommend
 - 11,438 total visits
 - 2,494 referrals (including 1,614 self-referrals)
 - 319 clustered appointments (multiple appointments scheduled together)
 - 191 mammography results while you wait: under 30 minutes
- Women's Health and Wellness Center will expand services to Grand Haven in 2022.
- Healthy Pregnancy Care Companion: Within the first month, over 230 moms enrolled in this mobile digital application. Integrated with Epic MyChart, it is designed to engage patients in their care, remind them of important tasks and provide education and fun facts throughout their pregnancy.
- Centering Pregnancy: This group-based care model for pregnant women aims to decrease preterm birth and increase health equity. To overcome challenges for moms to attend virtual sessions, an incentive program was implemented by the population health team, offering opportunities for pregnant moms to receive a car seat or pack-and-play. Enrollment in 2021 averaged eight moms per session who attended more than two sessions, expanding to 20 participants per month in spring 2022. The preterm birth rate averaged 9.6% with a total of 613 participants. Within Michigan, the preterm birth rate is 10.2%; Kent County is 10.8%.

- Maternal Fetal Medicine and Helen DeVos Children's Hospital Fetal Care Center: There has been an almost 300% increase in high-risk obstetric services over the last five years. To help manage complex concerns for pregnant women and ensure they have services close to home, we opened an outreach clinic at Spectrum Health United Hospital Medical Specialty Building, which also offers expanded access to support patients with diabetes care.

Virtual health

- Virtual ICUs and virtual waiting rooms were added. With a new enhanced camera capability in the regional hospitals, the VICU program allows real-time monitoring by the VICU nurse and intensivists in Grand Rapids, enabling high-quality care to remain local.
- After a successful pilot with Spectrum Health team members and the On Demand virtual provider team, Spectrum Health scaled TytoCare to primary care offices, providers and specialty services in 2021.
- The adult virtual ICU program continued to develop with new enhanced camera capability in regional hospitals, allowing for real-time monitoring by the virtual ICU nurse and provider, 24/7 in Grand Rapids. The program enables intensivists in Grand Rapids to monitor and consult on patients throughout the Spectrum Health West Michigan service area, enabling high-quality care to remain local.
- Virtual nutrition therapy launched, expanding the ability to provide optimal nutritional care while reducing the overall cost of care.
- Virtual OB care kits were distributed to low-risk pregnant moms. The kits include a blood pressure cuff and fetal heart doppler that allows the mom and provider to hear the baby's heart tones together during virtual visits.

ACCOMPLISHMENTS 2021

WE ARE COMMITTED TO KEEPING CARE LOCAL BY PROVIDING EXTRAORDINARY CARE CLOSE TO HOME.

Bringing health care to our communities

- The Spectrum Health United Hospital Family Birthing Center achieved the 98th percentile for low cesarean section rates and strong patient experience scores.
- The new walk-in clinic at Spectrum Health Lakeview Family Medicine offers non-emergency convenient care seven days a week. Additionally, hours were extended at the Spectrum Health United Hospital Walk-In Clinic in Greenville.
- Spectrum Health Gerber Memorial used funds from the Gerber Memorial Foundation golf outing for care kits to help patients starting their cancer care journeys.
- Spectrum Health Pennock improved its venous thromboembolism score to above the 75th percentile.
- Pennock also opened its surgery optimization clinic, aimed at decreasing patient length of stay and readmission rates and lowering the cost of care.
- Spectrum Health orthopedic providers are providing athletic training support to Hopkins, Wayland, Hastings and Thornapple Kellogg school districts.
- Spectrum Health Ludington Hospital improved primary, low-risk C-section rates significantly to above the 90th percentile.
- Ludington Hospital sponsored a Mason County work group to fund the initial assessment of local broadband, allowing greater access to care at home.

- Ludington Hospital and community volunteers promoted swim safety through updated beach signage and life jacket loaner stations to help prevent drownings along the Lake Michigan shoreline.
- Spectrum Health Lakeland started construction on a medical campus in Niles. The \$7.8 million project is expected to be complete in 2022, and will house counseling, pediatric, family medicine and walk-in-clinic services through Southwestern Medical Clinic, as well as otolaryngology services through Spectrum Health Lakeland Ear, Nose and Throat.



ACCOMPLISHMENTS 2021



- Spectrum Health Lakeland began construction to expand heart and vascular services within Spectrum Health Lakeland Hospital Niles. The expansion is part of a \$2.9 million facility investment that includes orthopedic and bariatric unit renovations.
- North Flight Aero Med celebrated its fifth anniversary. This strong partnership between Spectrum Health West Michigan and Munson Healthcare has transported over 3,100 patients.
- The Grand Rapids and Southwest regions finalized their community health needs assessments, in collaboration with Kent County and Ottawa County health departments. Priorities include access to care, discrimination and racial inequity, economic security, healthy behaviors and obesity, and mental health.
- Phase 1 of the Spectrum Health Lakeland pavilion project was completed. Phases 2 and 3 will be completed in 2022.
- Spectrum Health Lakeland began offering treatment closer to home for patients who need transcatheter aortic valve replacement (TAVR) to replace a diseased aortic valve, an alternative option for traditional open-heart surgery.
- The State of Michigan's Bureau of EMS, Trauma and Preparedness partnered with Spectrum Health Lakeland to fund \$25,000 in pediatric resuscitation equipment, rapid infusers and various education opportunities for the trauma teams.

ACCOMPLISHMENTS 2021

WE ARE COMMITTED TO PROVIDING HIGH-QUALITY, SAFE CARE AND PERSONALIZED EXPERIENCES.

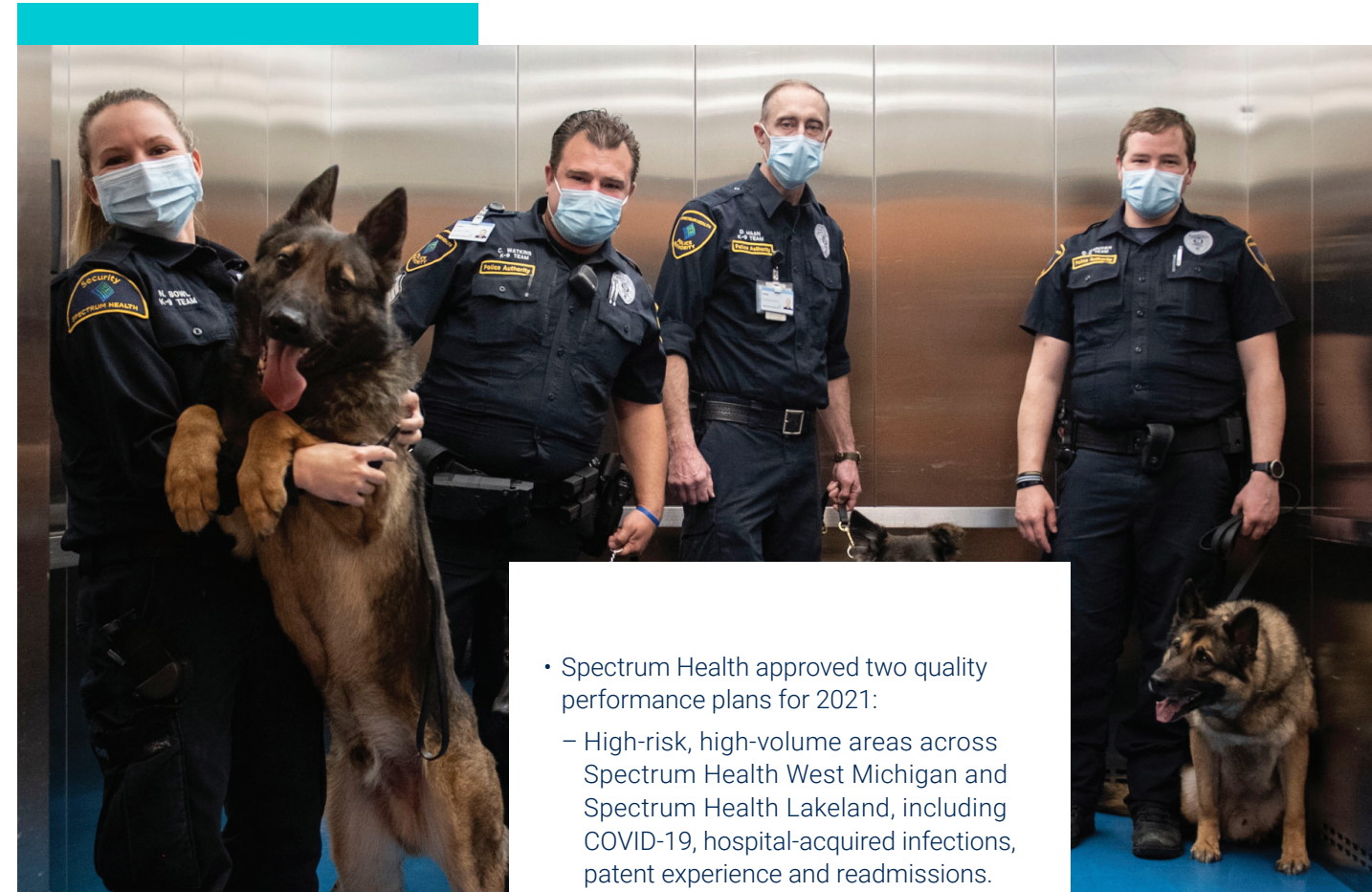
Focusing on quality and safety



Clinical care

- Spectrum Health West Michigan and Spectrum Health Lakeland hosted visits from accreditation and regulatory surveyors to ensure and recognize safe, high-quality care and identify improvements.
- Helen DeVos Children's Hospital implemented two large-scale improvements to reduce ventriculoperitoneal shunt infections that can occur during neurosurgery and recovery.
- A new blood conservation program resulted in a 7% decrease in blood use. The program also created algorithms to ensure optimal use of laboratory testing, improve outcomes and lower costs.
- The surgical optimization center is expanding to more patients through newer tools: improved blood management resources, smoking cessation resources, nurse navigation and "hard stop" criteria for physicians' offices to refer medically complex patients for assessment. Benefits include shorter lengths of stay, reduced surgical site infections and fewer readmissions.

ACCOMPLISHMENTS 2021

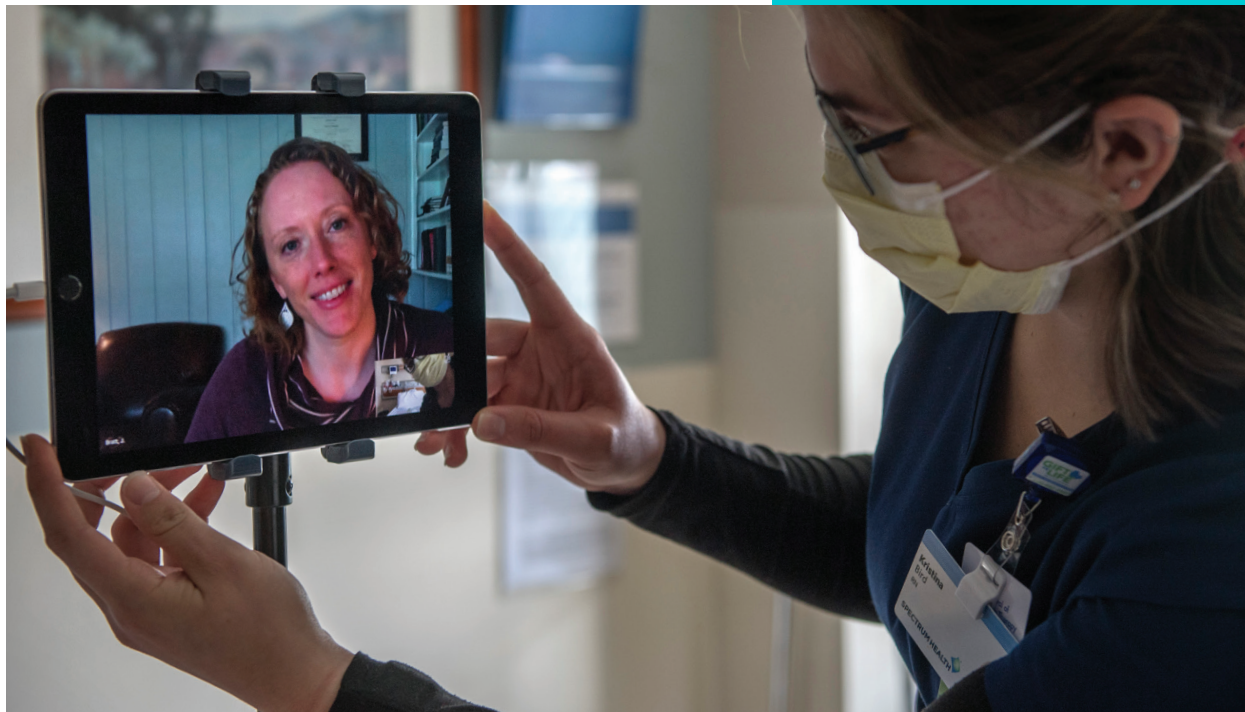


System initiatives

- During Suicide Prevention Month, Spectrum Health recognized behavioral health and clinical teams who are Heroes for Zero—champions of Zero Suicide and advocates for suicide prevention initiatives.
- Spectrum Health leaders collaborated to develop one comprehensive systemwide Workplace Violence Policy and Prevention Program, which takes a zero-tolerance approach to violence.
- Security officers systemwide were equipped with body cameras to support the safety of their work and those they serve and protect.

- Spectrum Health approved two quality performance plans for 2021:
 - High-risk, high-volume areas across Spectrum Health West Michigan and Spectrum Health Lakeland, including COVID-19, hospital-acquired infections, patent experience and readmissions.
 - Post-acute continuing care with an emphasis on counteracting the pandemic, particularly for the elderly and those in declining health.
- Priority Health recognized more than 100 physician offices for providing exceptional care during an incredibly difficult year for health care providers. The Priority Health Primary Care Provider Incentive Program honored and awarded more than \$39 million to physicians and physician offices who received Quality Awards for achieving the highest overall scores in preventive care and chronic disease measures amid many challenges presented by the pandemic.
- Priority Health received the highest possible ranking of "above average" in each of the five evaluation categories from The Michigan Department of Health & Human Services quality ratings for Michigan Medicaid health plans.

ACCOMPLISHMENTS 2021



Reimagining personalized and convenient experiences

- Improvements in Spectrum Health West Michigan and Spectrum Health Lakeland's Epic Price Estimate Shopper tool provide more than 450 services and procedures available to patients and consumers to give greater price transparency as they shop for estimates of out-of-pocket costs. A new functionality in Epic, our electronic health record system, allows patients to be notified about potential out-of-network costs when they schedule appointments or at the time of registration for walk-in services.
- Spectrum Health West Michigan patients now can sign up for paperless billing using MyChart or through a customer service representative.
- Spectrum Health Tech Squad assists patients with their health and wellness technology needs, elevating the consumer experience with in-person and remote tech support.
- Epic is further customizing patient experiences, including:
 - A patient engagement tool, Twilio, allows providers to call, text or email patients with important information with a simple and flexible platform.
 - Healthier Communities program and clinical teams now can share and contribute details affected by social determinants of health in care management notes to improve the patient experience.
 - The Hello Patient geo-location tool recognizes when a patient has arrived in the parking lot for an appointment, making the visit more efficient.

ACCOMPLISHMENTS 2021

Virtual services = better patient experience.

50%

After patients leave the emergency department, they can communicate their post-visit needs by opting in for follow-up texts. Early clinical results show that patients who participate have 50% less use of emergency department care and inpatient visits in the month following the initial visit. Since implementation, 88% of patients are very satisfied.

6.7%

Ambulatory encounters were virtual video visits.

Epic enhancements provided better patient detail in care management notes, including vital social determinants of health information needed by teams for patient support.

+71%

Virtual behavioral health visits increased 71% from 2020 to 2021, filling a critical community need.

500+

The COVID At Home program provided 500+ patients with comprehensive care and recuperation in the comfort of their homes with their families, and resulted in 24% lower utilization of emergency departments and a 23% lower readmission rate.

28,518

Total E-Visit encounters increased to 28,518, from 16,152 in 2020, through MyChart (not scheduled, not video).

>60

Priority Health delivered more than 60 different outbound next best action communications. These customized, timely messages encourage members to take actions based on their own health journey helping them save money and improve their health. This program helped improve self-service by 10%, increased satisfaction by 4% and saved members over \$2 million in avoidable care.

8,000+

Over 8,000 urgent care curbside visits were provided in 2021 for vaccinations, strep tests and other health services. Primary health virtual visits increased from 600+ in September 2021 to a monthly average of 1,500+ October through December.

ACCOMPLISHMENTS 2021

OUR HEALTH PLAN CONTINUES TO FOCUS ON PURPOSEFUL GROWTH, INNOVATIVE SOLUTIONS AND PARTNERSHIPS TO CREATE HEALTHIER COMMUNITIES.

Priority Health: A health plan leading the way for our communities

- Health plan membership has grown to 1.2 million members as a result of a successful open enrollment period in the individual market and annual enrollment for the Medicare market. The employer group market also grew within existing groups and through the addition of several new large commercial employers.
- Products and programs launched this year included:
 - The virtual-first MyPriority Telehealth PCP plans. The health plan was the first carrier in Michigan to introduce a virtual-first plan to the individual market. The plans launched with 5,000+ members, with outstanding member reviews averaging 4.8 out of 5 stars.
 - A pilot maternity management program, PriorityMOM™, to support expectant mothers through pregnancy reduces the total cost of maternity care as well as preterm birth and postpartum readmissions.
 - MyPriority Travel plans, designed for consumers who want to travel, both for work and leisure, but still need health coverage outside the state of Michigan.
 - Prism, an improved experience for physicians, includes updated tools, new features and better navigation to reach the critical information physicians need.



- A new feature that allows members to search for prescriptions on the app homepage to see their copay details, deductibles and tier status. A similar tool is offered to prescribers to help educate them on cost implications of certain therapies and shift prescribing trends.
- PriorityAllowance™ helps employers empower their employees to better manage their health, such as providing an upfront allowance to cover commonly used services, including primary care and specialist visits, virtual care services, urgent care and retail health.

ACCOMPLISHMENTS 2021



- Priority Health partnered to improve service for consumers and providers with:
 - FeelSafe Wireless, a Michigan-based wireless company, to connect Medicaid members with free cell phones and monthly service. This initiative was created to help Medicaid members with underlying medical conditions, like diabetes, easily connect with health care providers.
 - Affinia Health Network on a new agreement that allows Priority Health members with Medicaid coverage to seek health care services with Affinia's clinicians and providers that span across eight counties in West Michigan.
 - Altruista Health to build the GuidingCare® Authorization Portal, which saves providers time in seeking preauthorizations.
 - West Michigan's HealthWest and Network180 for early identification and outreach to Medicaid members, to connect them with community resources. It is modeled after a successful pilot with
- Detroit Wayne Integrated Health Network. Another pilot with Pine Rest achieved a 9.5% reduction in hospital length of stay and met hospital readmission targets.
- Priority Health also expanded Priority Health Connect, supporting all plan members with an online platform to search for free and low-cost community resources by ZIP code. It's just one of the many ways the health plan is addressing social determinants of health and health equity.
- Already exceeding regional, national and coalition benchmarks for lowering pharmacy costs in 2020, Priority Health's pharmacy savings increased significantly in 2021, and savings for 2022 are expected to total over \$8 million. Re-contracting with current pharmacy benefits manager Express Scripts contributed to nearly \$60 million in savings.

03

DRIVING VALUE

As an integrated system, we are well-positioned to create greater value and affordability and to continue building better health for our communities.





BY STAYING FOCUSED ON OUR PRIORITIES, WE HAVE MAINTAINED A STRONG FINANCIAL OUTLOOK AND CONTINUE TO BUILD A SUSTAINABLE SYSTEM THAT WILL DRIVE LOWER COSTS AND VALUE-BASED CARE FOR CONSUMERS.

Forging a strong financial future

Driving financial health

- Spectrum Health continues to earn strong financial ratings, including Moody's Aa3/stable, Standard & Poor's AA/stable for Spectrum Health's publicly issued long-term debt and AA- for Lakeland's outstanding debt. AM Best upgraded Priority Health's long-term issuer credit rating for Priority Health to "a+" (Excellent) from "a" (Excellent) and affirmed the health plan's financial strength rating of A (Excellent). These ratings reflect strong financials, market share in West Michigan and good market positioning for its various health insurance offerings.

Lowering costs through supply chain innovation

- The procurement team achieved record savings of \$41.8 million in 2021, exceeding target by 3.3%.
- Improvement initiatives included \$4.9 million in robotic technology automation. Despite global supply disruptions and a record number of backorders, Spectrum Health supply chain exceeded industry rates by maintaining a 92% fill rate at its facilities. Domestic manufacturing and local partnerships with companies such as 3M, Keystone Solutions and Amway contributed to this success, along with a focused efforts on supply resiliency.
- A new dual vendor contract approved by orthopedic health, supply chain and surgery for total joint implants is projected to save \$2 million annually.

ACCOMPLISHMENTS 2021

SPECTRUM HEALTH’S
SUSTAINABILITY
PROGRAM MADE
PROGRESS IN FIVE
FOCUS AREAS
AIMED AT REDUCING
ENVIRONMENTAL
IMPACT AND
INCREASING
DIVERSITY WITHIN
THE SUPPLIER BASE.

Building a
sustainable future



Energy Reduction and
Carbon Neutrality

Spectrum Health is working to achieve carbon neutrality by reducing energy utilization, which lowers overall operating costs and leads to a lower cost of care.

Goals:

- 50% LED lighting conversion in 2021
- 15% energy reduction from 2025
- Carbon neutrality scope 1 & 2 emissions for owned facilities by 2040

2021 outcomes:

- Converted **56%** of owned site lighting to LED, exceeding the system’s goal
- LED lighting in all new buildings constructed at Spectrum Health
- Installed one of the first co-generators in Michigan, which produces electricity from natural gas. This will reduce 64.4 metric tons of carbon annually, benefiting the environment, reducing costs and improving resiliency during weather disruptions

Electrification of
Spectrum Health Vehicles

Goals:

- Convert five to 10 vehicles to hybrid or electric in 2021
- Achieve 70% electric/hybrid fleet by 2025

2021 outcome:

- Converted **six vehicles** in 2021 to electric/hybrid vehicles

ACCOMPLISHMENTS 2021

Waste Avoidance to Landfill

Goals:

- 100% single-stream recycling at all hospitals and surgical sites in 2021
- 40% waste avoidance from landfill through reprocessing, recycling and composting by 2025

2021 outcomes:

- Invested in four single-stream recycling compactors to standardize recycling practices for Spectrum Health West Michigan
- Hospitals averaged a recycling rate of 17% in 2021; Spectrum Health Medical Center in Grand Rapids had the highest recycling rate of 26%

Sustainable Food

Goals:

- Add 10 diverse, sustainable and local food service suppliers in 2021
- Achieve a 25% spend with diverse, local and sustainable food businesses aligned with the Good Food Charter by 2025

2021 outcomes:

- Added six diverse, local and sustainable businesses
- Established a framework, supplier expectations and process to onboard new diverse suppliers
- Plans to continue prioritizing and integrating diverse, local and sustainable businesses and products into the system

Diversified Supplier Base

Goals:

- Include diverse suppliers in 50% of indirect sourcing events and 25% of information service sourcing events
- Double 2020 spend with women and minority-owned businesses by 2025
- Develop the foundational infrastructure to embed supplier diversity into the procurement process

2021 outcomes:

- Achieved a 63% inclusion rate of diverse suppliers in indirect sourcing
- Participated in 11 community engagement events to increase transparency in sourcing process
- Established Impact Sourcing Governance Committee to create tools and resources to support 2025 goals, including a playbook for sourcing team members

ACCOMPLISHMENTS 2021

Creating value-based health

- Priority Health and Spectrum Health strategically invested in Epic Payer Platform. This groundbreaking tool, to be implemented in 2022, is aimed at resolving fragmentation, improving care coordination and preventing quality gaps in the health system. Priority Health will be the first health insurer in Michigan to implement this platform with its delivery system.
- An innovation team is building an operating model for rapid innovation to control cost through increased engagement and improved care and access. Rapid pilots will maximize sites of care, and leverage virtual care, care management and strategic partnerships to support member care experiences.
- Bridging Older Adult Care Program (Back Up) will provide highly personalized care to elderly patients who are Priority Health plan members receiving Spectrum Health West Michigan acute or subacute care. The program will provide high-intensity mobile medicine and improved care as these patients transition back home.
- Primary care physician practices were divided into value and fee for service. After 18 months, results included reduction of uncontrolled diabetes by 52% and preventing 500 avoidable emergency room visits.
- Spectrum Health partnered with Medtronic to explore the creation of value-based health care programs to improve patient outcomes, reduce costs and drive value for patients.
- A new payment model adopted in 2021 by Berrien County medical practices, walk-in clinics, community ambulance services and emergency department providers was designed to provide greater flexibility to ambulance care teams for person-centered care, increase efficiency and encourage appropriate utilization of emergency medical services.
- Priority Health is playing a lead role in Michigan to move toward a value-based approach for tracking the social determinants of health. Value-based care has become increasingly important in reducing the cost of care while ensuring high-quality outcomes.
- Throughout 2021, the population health team created a series of educational and popular videos, Pop Health Hot Challenge and Pop Health Minute, to explain value in health care and coverage.



04 COMMUNITY TRUST: BUILDING RELATIONSHIPS TO MAKE A DIFFERENCE

People matter. Relationships matter. We take seriously our commitments to improve health equity, enrich lives through the generous giving we receive and engage our community as partners in health.



ACCOMPLISHMENTS 2021

SPECTRUM HEALTH CONTINUED TO INTENSIFY ITS FOCUS ON HEALTH EQUITY.

Improving health equity in our communities



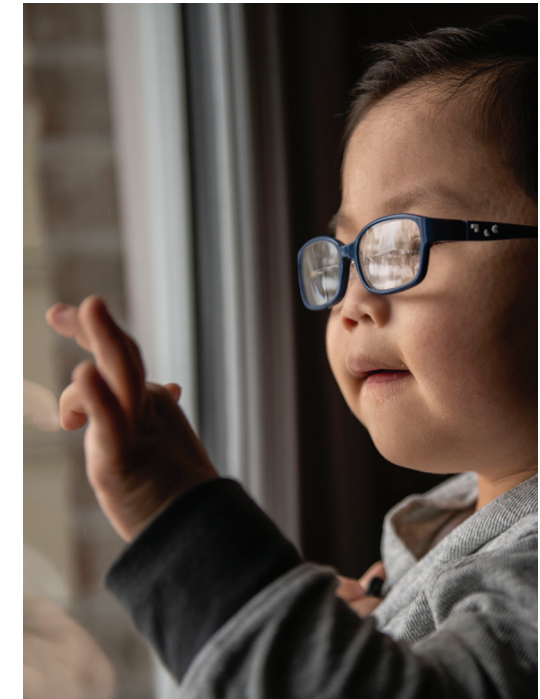
Among the programs launched in 2021:

- Spectrum Health participated in GRow 1000, hosting 30 students ages 18 to 24, supported one on one by a Spectrum Health mentor. The intent is to help organizations build skilled and diverse candidate pipelines, while actively mitigating the effects of racial and economic disparities for our youth.
- Spectrum Health Lakeland's GROWTH Intern program welcomed 21 interns. Over 30 Spectrum Health Lakeland departments participated by hosting an intern or providing professional development.
- Spectrum Health Lakeland launched a medical assistant program in collaboration with Lake Michigan College and Michigan Works to provide educational opportunities to Black and Latinx individuals. The program is funded, in part, from a \$45,000 grant from the State of Michigan.
- Cultural competency frameworks were developed around workforce, health equity, suppliers and the community.
- Spectrum Health West Michigan's Healthier Communities Everyone campaign launched to raise awareness of systemic issues keeping community members from achieving their best health.
- Spectrum Health Lakeland and Community Grand Rounds hosted health policy expert Daniel Dawes, JD, executive director of Satcher Health Leadership Institute, Morehouse School of Medicine, who spoke on "Political Determinants of Health Inequities," the relationship between politics and health.

ACCOMPLISHMENTS 2021

Other initiatives underway to bridge equity gaps:

- The Center for Better Health in Benton Harbor, supported by Spectrum Health Lakeland's Health Equity Endowment Fund, celebrated its one-year anniversary. The center helps narrow racial health inequities by providing care and support close to where people live.
- In 2021, over \$4 million was distributed by the Total Health Care Foundation to more than a dozen organizations in the greater Detroit area. The Total Health Care Foundation was formed in 2020 as a result of the merger between Total Health Care and Priority Health.
- Spectrum Health Healthier Communities received a one-year, \$700,000 subaward as part of Michigan State University's National Network to Innovate for COVID-19 and Adult Vaccine Equity program. This funding supports Black-led efforts to create better access to vaccines in Black communities in Grand Rapids and Muskegon, tackle mistrust in health care delivery and answer community members' questions about COVID-19.
- Spectrum Health pledged \$118,500 to 22 local community events focused on diversity, equity and inclusion, including Young Professionals of Color Conference, Hispanic Center of West Michigan Hispanic Festival, Grand Rapids Chamber OutPro, Finish the Mission Veterans Relief Fund Freedom Cruise, Autism Speaks MI Virtual Walk and Rockstar Woman's Brunch.
- The number of requests for interpretation services hit a seven-year high, with 13,400 medical interpretations delivered. The top five languages were Spanish, Vietnamese, Kinyarwanda, Burmese and Bosnian.



- Priority Health contributed \$20,000 to support four Forgotten Harvest mobile pantries in metro Detroit, making healthy foods more accessible to local families and senior citizens during the end-of-year holiday season.
- Priority Health's community outreach and giving back totaled over \$1.6 million in sponsorships and philanthropy.
- During Priority Health for Good Giving Week, team members held a virtual diaper drive, collecting nearly 15,000 diapers, and partnered with the Grand Rapids Gold (NBA G League affiliate of the Denver Nuggets) to raise money for MomsBloom.
- Priority Health opened seven fitness courts, partnering with the National Fitness Campaign, to expand free access to high-quality workouts and create equitable access to exercise for communities around the state.

ACCOMPLISHMENTS 2021

GENEROUS GIVING PROVIDES A LIFELINE TO SUPPORT INNOVATIVE PROGRAMS AND SERVICES AND LEADING-EDGE RESEARCH.

Philanthropy: Giving that makes a difference

By the numbers:

Our generous community once again provided incredible philanthropic support to enhance clinical care, patient support programs, and community health initiatives in 2021, with \$30.8 million given by individuals, businesses, organizations and grantors representing our Spectrum Health West Michigan and Spectrum Health Lakeland areas.

Among this year's contributions:

Karl and Patricia Betz Congenital Heart Center at Helen DeVos Children's Hospital

Karl and Patricia Betz made a transformational gift to the Congenital Heart Center to enrich the services offered to pediatric patients. These enhancements include building a second cardiac catheterization lab and equipping this lab and cardiac operating room with improved visualization technology, including 3-D printing, virtual reality and augmented reality. They also established the Karl Betz Research Chair of Pediatric Cardiovascular Surgery, awarded to Marcus Haw, MD, and the Patricia Betz Research Chair of Pediatric Cardiology, held by Joseph Vettukattil, MD. In honor of this transformational gift, and Karl and Patricia's long-standing support, the center was renamed the Karl and Patricia Betz Congenital Heart Center.

Behavioral Health Initiative

Spectrum Health Foundation launched a Behavioral Health Initiative to raise philanthropic support for two important behavioral and mental health programs. Funding for a new Adolescent Youth Behavioral Health Clinic will increase access for mental and behavioral health services, with both physical and telemedicine visits available. The goal is to accommodate 11,500 visits annually and increase access to behavioral health services for those ages 11 to 25. Funding also will help expand the school-based Zero Suicide Prevention Program to 60 school districts over the next three years. The Behavioral Health Initiative includes a \$3.3 million funding goal to be celebrated at the Foundation's 2022 Gala Event.

Team Member Well-being

Team members continue to have access to a Care.com premium membership and Headspace Plus with support from the Spectrum Health Foundation. More than 1,300 team members enrolled in Care.com and used over 554 days of backup care. Headspace continues to provide great benefit and utilization, with more than 3,600 team members enrolled.

ACCOMPLISHMENTS 2021



Golf Outings Drive Summer Engagement and Support for Regional Hospitals

Spectrum Health Foundation hosted golf outings benefiting Spectrum Health Zeeland Community, United/Kelsey, and Big Rapids/Reed City hospitals and Gerber Memorial. These outings raised over \$98,000 for local hospital initiatives.

Michigan Health Endowment Grant Funds Blue Envelope Program

Michigan Health Endowment Fund awarded \$485,996 over two years to enable Spectrum Health, in partnership with 40 school districts, to expand the Suicide S.A.F.E. Team Response: Blue Envelope Program, a comprehensive, school-based, suicide prevention and crisis response program. This brings the overall fundraising for the Foundation's Behavioral Health Initiative to \$767,000.

Niles Hospital Expansion

Spectrum Health Lakeland broke ground on a \$2.9 million expansion of the heart center at Spectrum Health Lakeland Niles Hospital. A total of \$771,600 was raised toward the \$1 million campaign with two lead donors, Jerry French & Family (\$300,000) and Edward F. and Irma Hunter Foundation (\$200,000). The Hunter Foundation's contribution is in the form of a matching grant, which will be instrumental in furthering the community and associate campaigns.

Grateful Giving, Record-Setting Radiothon

More than \$520,000 and 1,200 paid time-off hours were donated during Spectrum Health's Grateful Giving team member campaign to support the well-being initiatives. In addition, the Helen DeVos Children's Hospital Radiothon "on-air final number" was a record-setting \$490,377, with a final amount raised of \$502,135 throughout the weekend counting period.

High Performers List

Spectrum Health Foundation has been included in the 2020 High Performers list, provided by the Association of Healthcare Philanthropy. The High Performers list is made up of health care systems that reached the top 25% in net fundraising revenue out of all participants in the 2020 Report on Giving.

ACCOMPLISHMENTS 2021

Center for Transformation and Innovation

The DeVos family continues their long-standing support of Spectrum Health, including Helen DeVos Children's Hospital, with a new gift to the Center for Transformation and Innovation. This additional support will reinforce Spectrum Health's commitment to downtown Grand Rapids, offer new opportunities to educate team members and provide innovative health care delivery.

Hyundai Hope on Wheels

Hyundai Hope on Wheels awarded Helen DeVos Children's Hospital a Young Investigator grant of \$200,000 to support the research of David Hoogstra, pediatric hematology and oncology fellow. Dr. Hoogstra's research seeks to advance the treatment of anaplastic large cell lymphoma, which accounts for 10-25% of all childhood lymphoma and continues to present a clinical problem with a 25-30% treatment failure rate. This highly competitive, two-year grant helps advance innovative approaches needed to combat ALCL's high rate of therapeutic resistance.

Viral Social Media Post Leads to Thousands of In-Kind Donations

A Helen DeVos Children's Hospital social media call-out was shared more than 5,000 times in 2021 and resulted in overwhelming support for patients and the Child and Family Life Team. The community rallied to provide thousands of in-kind donations, from markers, colored pencils, card games and board books to fidget toys and puzzles.

Pediatric Hearing Support

A \$100,000 donation was made to the Spectrum Health Foundation to create a pediatric hearing aid and cochlear implant processor loaner program. This program will provide children immediate access to

hearing devices as they wait for insurance authorization, or if their device breaks and is under repair.

Spectrum Health Niles Hospital Expansion

Spectrum Health Lakeland initiated a \$2.9 million expansion featuring the French Family Heart Center and Hunter Foundation Orthopedic and Bariatric Unit, to help our patients continue to receive personalized and exceptional care close to home.

Lory's Place Expansion

With \$600,000 in community support, we helped expand Lory's Place, a grief healing and education center in St. Joseph, Michigan, to provide a new healing and learning venue dedicated to adult bereavement programs.

Community Wellness Endowment

The \$4 million Community Wellness Endowment awarded funds to The Boys & Girls Club of Benton Harbor, Michigan's Great Southwest Strategic Leadership Council, Community Healing Centers to support Carol's Hope and other organizations in Berrien, Van Buren and Cass counties.

Allied Health Careers Scholarships

We awarded \$75,000 in allied health careers scholarships to help advance educational opportunities for 26 Spectrum Health Lakeland professionals and local students.

Hope Fund

The Foundation's Hope Fund awarded \$500,000 to our Watervliet emergency department, Graduate Medical Education program, diabetes education and others to support internal technology and programming for improved patient care.

ACCOMPLISHMENTS 2021

SPECTRUM HEALTH CONTINUES TO BUILD AWARENESS WITHIN OUR COMMUNITIES ABOUT HEALTH AND WELLNESS.

Community engagement

Community connections:

- To help fight the opioid crisis, we collected 1,200 pounds of unneeded medications for the fall's National Prescription Take Back event.
- Community Conversations, a Vaccine Health Series of virtual public conversations, provided COVID-19 experts to lead discussions and answer questions live.
- Keeping Our Students Safe, a series of live public conversations with medical experts, collaborated with Vaccinate West Michigan to answer COVID-19 and vaccine safety questions from the public.
- Community Connection launched monthly to over 1,700 West Michigan community partners, including business, nonprofit, faith and school district leaders; Diversity, Equity and Inclusion partners; and elected officials, with news about Spectrum Health partnerships and sponsorships.

Marketing campaigns launched to showcase Spectrum Health:

- A new "Impossible Happens Here" brand campaign highlighted relentless innovation at Helen DeVos Children's Hospital; another campaign in early 2021 highlighted the congenital heart center.
- We encouraged conversations around the importance of mental health to overall physical health. More than 120 providers received educational information kits, and a new web page helped direct patients to related services.

- A multiplatform cardiovascular campaign, "We know you by heart," reached a broad audience through TV spots, billboards, social and digital advertising, banners and bus posters.
- We built awareness around TAVR (transcatheter aortic valve replacement) and Spectrum Health's leading role as the first in West Michigan to offer non-invasive, cutting-edge valve replacement surgical options. We are one of just six U.S. hospitals to receive TAVR accreditation.
- An epilepsy "fearless" campaign focused on Spectrum Health's Level IV epilepsy center.
- A 14-county orthopedic total joint marketing campaign launched, and another campaign helped direct the community to the ortho urgent care for specialty care.
- The midwife/OB campaign leveraged the growing use of midwifery services with access to a hospital-based caregiver and NICU services if needed.
- Lifestyle Medicine launched a campaign to market individual programs of lifestyle medicine as "front doors" to the lifestyle medicine specialty practice.
- The Healthier Communities' Everyone campaign focused on telling the stories of health equity work.

05

BUILDING FOR THE FUTURE

We continually push beyond the status quo to transform the future of health through purposeful growth, investing in our workforce, and leading innovative research and education.



ACCOMPLISHMENTS 2021

FORGING COLLABORATIVE ALLIANCES WITH PARTNERS WHO SHARE OUR PASSION FOR IMPROVING THE HEALTH OF OUR COMMUNITIES CREATES A WIN-WIN FOR ALL.

BHSH System: A new health system

Formed from two leading health systems in Michigan (Beaumont Health and Spectrum Health), BHSH System is a not-for-profit health system that provides care and coverage with an exceptional team of 64,000+ dedicated people—including more than 11,500 physicians and advanced practice providers and more than 15,000 nurses offering services in 22 hospitals, 300+ outpatient locations and several post-acute facilities—and Priority Health, a provider-sponsored health plan serving over 1.2 million members across the state of Michigan. Through experience, innovation and collaboration, we are building a system designed to meet the needs of the people we serve through care and coverage that is accessible, affordable, equitable and exceptional.

For Michigan, By Michigan™

ACCOMPLISHMENTS 2021

Leading-edge medical education and research



Medical Education

- Spectrum Health and Helen DeVos Children's Hospital, in partnership with Michigan State University College of Human Medicine, filled 100 resident physician positions across 16 residency programs in March 2021. In addition, 31 fellow physicians joined our 17 fellowship programs, including nine Spectrum Health residents continuing into a Spectrum Health fellowship. These 131 resident and fellow physicians represent the largest class ever. New residency and fellowship programs in 2021:
 - Child Neurology Residency
 - Interventional Radiology Residency
 - Hospice and Palliative Medicine Fellowship
 - Interventional Cardiology Fellowship
 - Pediatric Pulmonology Fellowship
 - Vascular Neurology Fellowship

- Internal medicine, family medicine and pediatric residents, and cardiology fellows completed another successful academic year with culinary medicine education. Twelve virtual classes were held, reaching 217 residents joining from their home kitchens to learn key nutritional concepts and hands-on culinary skill building.

Spectrum Health Office of Research and Education

- Pulmonologists from Spectrum Health and Helen DeVos Children's Hospital Cystic Fibrosis Center—Susan Millard, MD; John Schuen, MD; and co-investigator Reda Girgis, MD—partnered with Michigan State University College of Human Medicine through a National Institutes of Health grant to study new treatment options for cystic fibrosis.
- Two studies—one on the use of gene sequencing to treat rare diseases in undiagnosed neonatal patients and the other on the association between chronic hypoglycemia and retinopathy of prematurity—are underway through grants totaling \$350,000 each from Gerber Foundation.
- The National Institutes of Health's All of Us research program team at Spectrum Health crossed another milestone for West Michigan communities in June 2021 when they welcomed the 7,000th partner to the program. The program is aimed at furthering collective understanding of personalized medicine.

ACCOMPLISHMENTS 2021

SUPPORTING A WORKFORCE FOR THE FUTURE IS ESSENTIAL TO OUR SUCCESS.

Recruitment

- Our leaders and recruiters worked on aggressive strategies to retain team members when the system was pushed to the limit at the peak of the fourth COVID-19 surge. New hires increased more than 20% over 2020, in an unprecedented labor market.
- In 2021, we filled more than 11,000 positions, including physicians, advanced practice providers, nurses and other critical clinical roles, during a highly competitive market.

Internships and training

- Partnering with Grand Valley State University and McLaren, nursing teams applied for a grant aimed at increasing nursing workforce diversity across our respective organizations.
- Spectrum Health partnered with Intuitive for a robotic training lab in Grand Rapids at Calvin University for basic and advanced training.
- Residents, fellows and attending physicians began training on the 3D Systems Ultrasound Mentor Simulator, which enhances ultrasound training with practice scanning and diagnosing on a realistic virtual patient.

Spectrum Health welcomed and promoted many leaders in 2021, including:

- Joe Klesney, interim southwest regional market leader and president of Spectrum Health Zeeland Community Hospital
- James Moses, MD, senior vice president of quality, safety and patient experience, Spectrum Health West Michigan
- Karen Pakkala, president, Spectrum Health Continuing Care
- Jason Ross, chief operating officer, Spectrum Health Gerber Memorial
- Jason Slaikeu, MD, vice president and department chief, orthopedic health
- John Shull, interim vice president, radiology services
- Kelly Dyer, president, Spectrum Health and Helen DeVos Children’s Hospital Foundations
- Bill Hoefer, Spectrum Health Zeeland regional market leader
- Willie Lawrence, MD, Spectrum Health medical director for health equity
- Mike Legg, senior vice president, analytics, care delivery
- Megan Schmidt, senior vice president of employer solutions, Priority Health
- Joyce Russell Chan, senior vice president, government markets, Priority Health
- Nick Gates, chief financial officer, Priority Health
- Carolyn Leja, chief nursing office, Big Rapids and Reed City hospitals
- Karena Weikel, chief actuary and senior vice president, advanced analytics, Priority Health

ACCOMPLISHMENTS 2021



Spectrum Health Ventures:
Investing in a future of health innovation

Spectrum Health Ventures invested in several health companies in 2021, including:

- Leiters, Inc., a 503B pharmacy compounding outsourcer that manufactures high-quality sterile drug preparations at scale for hospitals, clinics, surgery centers, physician offices and other health care organizations.
- Brightline, an operator of a health care platform aimed at transforming behavioral health care for kids, teens and their families.
- Equum Medical, an acute care telemedicine provider that partners with hospital systems to understand their unique pain points and strategic goals.

- Investment partnership with Concord Health Partners, which utilizes a strategic model that engages the American Hospital Association’s entire membership network to co-invest in innovative health care companies poised for significant growth.
- AvaSure, a Grand Rapids company that designs, manufactures, deploys and supports hardware, software, data analytics and proprietary clinical programs.
- Altus Industries, a Grand Rapids company that designs, assembles, manufactures and markets medical point-of-care workstations used across the health care industry.
- Nortis, a Seattle-based company that designs, manufactures and services microfluidic chips that mimic human organs in the drug discovery and development process.

06

AWARDS AND RECOGNITION

Our people do what they do best—caring for other people—
day in and day out.



ACCOMPLISHMENTS 2021

We are humbled and grateful for the consistent recognition we receive for exceptional health, safety, quality and consumer experiences.

Among the awards in 2021:

- Spectrum Health was ranked #38 in Equal Opportunity Magazine's Top 50 Employer List for 2021, a testament for our efforts across the system, to create an environment where all team members feel comfortable bringing their whole selves to work and celebrating the things that make each of us unique.
- Versiti Blood Center of Michigan has awarded Spectrum Health System their Beacon Award for being in the top three collection sites in West Michigan for 2020, with over 3,800 pints of blood donated.
- Spectrum Health's hospice and palliative care team achieved zero findings of non-compliance in their triennial Community Health Accreditation Partner survey, the best possible outcome.
- Spectrum Health Rehab and Nursing Center on Kalamazoo Avenue in Grand Rapids achieved five-star status with CMS, joining Spectrum Health United and Kelsey RNCs as having the top rating.
- Spectrum Health Big Rapids, United and Zeeland Community hospitals received an Excellence Award through the Economic Alliance for Michigan's 2021 Hospital Patient Safety Awards, demonstrating continued commitment to providing safe, reliable care and our mission to improve health, inspire hope and save lives.
- Spectrum Health Butterworth, Blodgett and Zeeland Community hospitals were named to the Fortune/IBM Watson Health 100 Top Hospitals list®. This is the eighth time Butterworth and Blodgett hospitals have been recognized with this honor since 2010 and the sixth consecutive award for Zeeland Community Hospital.
- Spectrum Health Helen DeVos Children's Hospital received recognition once again by U.S. News & World Report in its 2021 Best Children's Hospitals rankings, with a total of seven of 10 specialty

- areas. This is the 10th year the hospital has been included on this prestigious list.
- Spectrum Health Helen DeVos Children's Hospital's surgical center has been verified as a Level 1 Children's Surgery Center by the American College of Surgeons Children's Surgery Verification Quality Improvement Program, the only West Michigan hospital with this standing.
 - Spectrum Health was named one of the 2021 Best Companies for Multicultural Women by Seramount (formerly Working Mother Media).
 - Spectrum Health Lakeland received the Cardiovascular Service Line of Excellence designation from Corazon, and for the eighth consecutive year receiving the American Heart Association's GoldPlus Get With The Guidelines®-Stroke Quality Achievement Award with Honor Roll for stroke patient care and education.
 - Spectrum Health Cancer Center received accredited status from the National Accreditation Program for Breast Centers. This quality program, administered by the American College of Surgeons, recognizes leadership, clinical services, research, community outreach, professional education and quality improvement for patients.
 - Spectrum Health's information services team earned the highest possible mark in the 2021 CHIME Digital Health Most Wired program in the area of acute care. In this annual recognition from the College of Healthcare Information Management Executives (CHIME), Spectrum Health was the only level 10 recipient in Michigan in acute care and one of only nine worldwide. Spectrum Health also received a level 9 mark for ambulatory care, one of only four awarded in Michigan.
 - Spectrum Health was named a recipient of the American Medical Association's 2021 Joy in Medicine™ Health System Recognition Program. Spectrum Health was highlighted as one of 44 health care organizations across the U.S. for engaging in proven efforts to combat work-related stress and burnout.
 - Spectrum Health Lakeland Medical Center in St. Joseph was named by CareChex® Awards among the top 100 U.S. hospitals for medical excellence in various categories, including heart failure, stroke and patient safety.
 - Spectrum Health Reed City and Kelsey hospitals were recognized as two of only 23 hospitals across the U.S. to be named a Top Rural Hospital by The Leapfrog Group.
 - Spectrum Health United, Big Rapids and Zeeland Community hospitals were awarded an "A" in the spring 2021 Leapfrog Hospital Safety Grade. This was the fifth consecutive year for Big Rapids, the 10th for United and Zeeland.

ACCOMPLISHMENTS 2021



- Spectrum Health Ludington, United, Zeeland Community and United hospitals and Lakeland Hospital Niles were awarded an "A" in the fall 2021 Leapfrog Hospital Safety Grade. This was the 11th consecutive year both United and Zeeland hospitals have received an A grade, based on a hospital's performance in preventing medical errors, injuries, accidents, infections and other patient harm.
- Spectrum Health information services, informatics and integrated data analytics teams achieved HIMSS Electronic Medical Record Adoption Model Stage 7 status, harnessing technology to support optimized patient care. Both Spectrum Health West Michigan and Spectrum Health Lakeland are Stage 7 certified, placing them among the top 8% of health care organizations nationally.
- Spectrum Health was honored for excellence in its operational deployment system rollout at the 44th World Hospital Congress as silver winner of the Dr. Kwang Tae Kim Grand Hospital Award by the International Hospital Federation—selected out of 250 entries from 38 countries.
- Spectrum Health Rehab and Nursing Center Kalamazoo Avenue was recognized in Newsweek's Best Nursing Homes 2022. This location's team ranked second in Michigan and first in West Michigan based on key performance data, peer recommendations and the response to the COVID-19 pandemic.
- Spectrum Health Butterworth, Blodgett, Big Rapids, Gerber Memorial, Pennock and Zeeland Community hospitals were ranked as ranked as high performing in adult maternity care (uncomplicated pregnancy) by U.S. News & World Report.
- Spectrum Health Zeeland Community Hospital and Spectrum Health Medical Group were collaboratively awarded for the School Blue Envelope suicide prevention program with area schools and named a 2021 Ludwig Community Benefit Award recipient by the Michigan Health and Hospital Association.
- Spectrum Health Butterworth, Pennock, United and Gerber hospitals and Lakeland Hospital in Niles received the Hospital Maternity Care Excellence Award from The Economic Alliance for Michigan.

ACCOMPLISHMENTS 2021

- Spectrum Health Zeeland Community, Butterworth, United, Gerber Memorial, Pennock and Big Rapids hospitals and Lakeland Niles Hospital earned a platinum designation, the highest rating, for maternal care from the Michigan Alliance for Innovation on Maternal Health. Spectrum Health Ludington and Lakeland Saint Joseph hospitals earned gold level designation, the second highest rating.
- The Interventional Radiology Residency Program gained approval by the Accreditation Council for Graduate Medical Education.
- Spectrum Health’s supply chain team has been ranked in the Gartner Healthcare Top 25 for the fourth time.
- Spectrum Health’s revenue cycle team won the 2021 Healthcare Financial Management Association’s MAP Award for high performance in revenue cycle for the second consecutive year, marking the only system in Michigan and one of only 32 health systems in the country to win this award.
- Spectrum Health was certified as a Silver Level Veteran Friendly Employer by the Michigan Veterans Affairs Agency in recognition of the commitment to attracting and retaining veterans to our workforce.
- The Arbor Day Foundation named Blodgett Hospital as a Tree Campus Healthcare facility for the second year in a row. The award is given to health care organizations that strive to improve health outcomes by incorporating trees and greenery.
- Spectrum Health Butterworth Hospital was awarded the 2021 Champion Award from the Gift of Life Michigan.
- The Spectrum Health Security Services K9 team was nationally recognized with the “Skip Brewster Award” for outstanding performance in explosives detection by the United States Police Canine Association Region 19.
- Spectrum Health received with Mayo Clinic the 2021 GHXcellence Collaboration Award from GHX, the leading provider of data exchange services in health care.
- The American College of Emergency Physicians, with support from The Gary and Mary West Health Institute and John A. Hartford Foundation, awarded the emergency department at Spectrum Health Lakeland Medical Center in St. Joseph with the bronze standard—Level 3 Geriatric Emergency Department Accreditation, recognizing the care provided for older adults.
- Priority Health’s Medicaid Quality team earned Michigan Association of Health Plans’ 2021 Pinnacle Award in Chronic Disease Management for the Asthma Environmental Housing Program designed to help health plan members better manage household asthma triggers.
- The Michigan Department of Insurance and Financial Services recommended the Priority Health HMO plan to serve as Michigan’s Essential Health Benefits benchmark plan starting in 2022—the third time Priority Health has earned this designation. The Priority Health HMO plan has served as the benchmark for the state since 2014, when market reforms took effect.
- Priority Health’s Medicaid Community Health Workers team received Spectrum Health’s Mosley Award for Extraordinary Community Health Worker Service for their dedication and creativity in serving members during the COVID-19 pandemic.
- Priority Health earned top recognition at the West Michigan Public Relations Society of America 2021 PRoot Awards for exemplary communications efforts throughout the COVID-19 pandemic, including awards for new digital platform, annual reports, newsletters and internal communications.
- Priority Health and BVK, its advertising agency of record, earned six awards— including Best of Show for an integrated campaign—for the “Shifting Priorities” campaign in the 38th Annual Healthcare Advertising Awards.
- Priority Health received the highest possible quality ranking in each of the five evaluation categories from Michigan Department of Health & Human Services for Michigan Medicaid health plans.

*This list is not inclusive of all awards that the system or team members may have received.

ACCOMPLISHMENTS 2021

Improve health, inspire hope and save lives™



*Jan. 1 – Dec. 31, 2020 [10.8.2021]

**According to the Michigan Department of Insurance and Financial Services 2019 Individual and Small Group and network filings, excluding out-of-state and Upper Peninsula providers. Network varies by plan.

ACCOMPLISHMENTS 2021

As we enter 2022, I am energized to work with our talented team, to implement innovative health solutions that benefit our patients and health plan members, to foster a values-based culture of inclusion, equity and diversity where all our team members grow and thrive, and to advance further toward our mission and bold vision. The road ahead is long, but traveling together, I know we will be successful.

- Tina Freese Decker
