



Sheltering Arms
Report to the
Community
2016

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The benefits of the Club Rec program are explained during a tour. (Left to right): Barry Williams, Former Patient & Club Rec Volunteer; Rhonda Riggleman, Manager of Therapeutic Recreation; Stephanie Sulmer, Director of Public Relations; Mary Zweifel, President & CEO; J. Waverly Pulley III, Board Chair; Ralph Northam, Lt. Governor; John L. McElroy III, Foundation President.

Stepping Forward into Growth

A little more than 35 years ago, the Hospital Board of Directors conducted a lengthy strategic planning process to determine how the organization could most effectively meet the health needs of the community in light of dramatic changes in the acute care hospital industry. As a result, Sheltering Arms Hospital opened its doors as the first independent, freestanding physical rehabilitation hospital in the Commonwealth of Virginia in 1981.

Again compelled by substantial changes in the health care industry, our Board initiated a similar strategic planning process about five years ago and decided in March, 2016 that partnering with VCU Health System (VCUHS) offered an exciting opportunity to make our physical rehabilitative care in Virginia among the nation's best. Our recently-announced plans to build a new 114-bed rehab hospital located at The Notch in Goochland County, to be operated in

a joint venture with VCUHS named Sheltering Arms Rehab Institute, addresses the critical need for comprehensive physical rehabilitative inpatient care for individuals who have sustained a stroke, brain injury, spinal cord injury, and similar illnesses and injuries. In the new hospital, we will bring together advanced technology, research, teaching/training, and evidenced-based clinical care, in a spacious, green setting that facilitates our joint goal of enhanced outcomes for our patients.

In 2016, we advanced as an organization with new therapies and programs for our patients complemented by highly-trained staff who helped shaped these services. Our investments in technology such as CareLink and ICD-10 as well as facility renovations contribute to a better patient experience. Our staff continued to excel at conferences with clinical presentations and speaking engagements in addition to seeking advanced certifications.

We also want to highlight our efforts in the greater community. The members of our staff volunteer and serve the community outside of work. Our Foundation has identified community partners who help extend our continuum of care. Our people and charitable programs continue in the spirit that Rebekah Peterkin, our Hospital's founder, established in 1889.

Abraham Maslow, the creator of the Hierarchy of Needs, once said, "You will either step forward into growth or you will step back into safety." Our staff and volunteers, our advanced clinical technology, and our fierce commitment to creating a better life for our patients propel us forward and shape the future of rehabilitative care in the communities we serve.

Thanks to all for your support of our organization.

J. Waverly Pulley III
Board Chair

Mary Zweifel, MS
President & CEO

An aerial photograph of a modern, multi-story building complex, possibly a university or corporate campus, surrounded by lush greenery and a large body of water. The image is overlaid with a purple geometric pattern consisting of various sized triangles. The word "Advance" is written in white, bold, sans-serif font on a purple triangular shape in the lower right quadrant.

Advance

FACTS & FIGURES

1,479

Inpatient Admissions

- » 231 Orthopedic
- » 377 Stroke
- » 388 General Rehab/Medical
- » 158 Brain Injury
- » 123 Neurological
- » 149 Spinal Cord Injury
- » 53 Amputee

132,455

Outpatient Visits

- » 90,154 Therapy
- » 34,884 Physician
- » 7,417 Medical Psychology

159,714

Other Therapy Visits

- » 107,207 Contract Services PT / OT / Speech Visits
- » 44,588 Contract Services PT / OT / Speech Evaluations
- » 7,919 Home Healthcare Visits

5

New Clinical Programs

Parkinson's Fitness Program
MS Fitness Program
Incontinence Program
Men's Pelvic Program
Speak Out! Speech Programs

3

New High Tech Therapy Devices

2nd Indego® Exoskeleton
Raphael Smart Glove®
Zero G® Passive

11,524

Average calls per year for Inpatient Services

92,218

Average calls per year for Outpatient Services



14

Employed Physicians



6

Employed Medical Psychologists

Advanced Certifications

- » 34 Advanced Certifications in Ventricular Assist Device
- » 30 Certified Rehabilitation Registered Nurses
- » 13 Neurologic Clinical Specialists
- » 10 Certified Brain Injury Specialists
- » 8 Orthopedic Clinical Specialists
- » 7 Dry Needling Specialists
- » 6 Certified Lymphedema Therapists
- » 5 Certified Case Managers
- » 2 Institute for Healthcare Improvement Quality Scholars
- » 2 Certified Wound Care Specialists
- » 2 Advanced Vestibular Specialists
- » 2 Certified Modified Barium Swallow Impairment Profile Specialists



47,663

Partner For Life Visits

- » 7,350 Club Rec visits
- » 1,824 NeuroFit visits
- » 2,795 Personal Training visits
- » 29,643 Fitness & Pool member visits
- » 5,603 Exercise Class visits
- » 448 Community Recreation & Special Event visits



A proposed concept for the new Sheltering Arms Rehab Institute

► The Future Starts Here

Joint Venture with VCU Health Creates New Hospital

Shelting Arms Hospital and VCU Health System have collaborated on many fronts over the years in providing multidisciplinary treatment programs for patients, conducting research, and training physical rehabilitation clinicians and leaders. In 2016, we signed a definitive agreement to create a 114-bed hospital by combining inpatient programs to create a state-of-the-science hospital of the future. The joint venture was formed to address the need for comprehensive physical rehabilitation inpatient care for individuals who have sustained a stroke, brain injury, spinal cord injury, and similar illnesses and injuries. It brings together the brand and clinical reputation of Shelting Arms and the nationally-ranked research, education, and clinical care programs of the VCU Department of Physical Medicine and Rehabilitation.

A board of managers was created, with members representing VCU Health and Shelting Arms, to guide and manage this project. Our two organizations have been working together to gather best practices from other free-standing rehabilitation hospitals nationwide. The new hospital will provide innovative, evidence-based inpatient rehabilitation that integrates the newest technology and highly-trained staff in a state-of-the-art facility that supports the whole patient and family as an integral part of the recovery process. Our new teaching hospital will facilitate non-translational research, which will make faster and more complete recoveries a reality for many patients.



SHELTERING ARMS
REHAB INSTITUTE
A Joint Venture with **VCU** Health System

Creating a brand identity and logo for the joint venture was a collaborative effort. Shelting Arms Rehab Institute – A Joint Venture with VCU Health System reflects the joining together of two organizations both culturally and visually, down to the shared color palette.

A joint team, with input from our board, staff, and executive leadership, worked on completing and filing an application for a Certificate of Public Need (COPN) with the State Health Commissioner. The Commissioner reviews the public need for the project, the relationship of the project to the long-term health care state plan, the need for enhanced facilities to serve the population of an area, the extent to which the project is accessible to all residents in the proposed area, and the immediate economic impact and financial feasibility of the project. We heard from many members of the healthcare and general community, who supported the COPN application with letters and testimony at the public hearing. The COPN was subsequently approved.

The future site of the hospital is a 25-acre property in the West Creek Medical Park off Route 288 and Broad Street, near the I-64 and I-295 interchanges in Goochland County, Virginia. An architectural design firm that specializes in healthcare experience was commissioned to begin concept drawings for the centrally-located site.

This partnership will make physical rehabilitative care in Virginia among the nation's best and serve as a destination hospital for patients across the Commonwealth and Mid-Atlantic region.



State-of-the-Art Solutions

ZeroG[®] Passive

Thanks to a generous donation, Bon Air patients who are learning to walk again have access to the ZeroG fall protection system for safe walking and balance activities. The device's range of motion permits natural movement without barriers. The harness and overhead tether reduce physical demands on the patient, which allows for more repetition and intensity so they can get stronger faster. When the ZeroG is used in conjunction with a treadmill, it allows for safely targeting gait speed, intensity, and cardiovascular endurance. With the ZeroG, clinicians can now focus on manipulating specific body areas without the need to fully support the patient's body weight.

Indego[®]

Last year, Sheltering Arms was selected by Parker Hannifin Corporation to participate in the largest exoskeleton clinical trial in the United States. Indego is a powered orthosis, referred to as an exoskeleton, worn around the waist and legs to help individuals with physical impairments stand, walk, and participate in over-ground gait training.

The trial was organized to evaluate the device for patients with spinal cord injuries who continue to use a wheelchair for mobility and have preserved some leg function. Patients in the study demonstrated improvement over time in their ability to walk faster and further. Most of all, they enjoyed practicing walking outdoors.

The Indego is useful in outpatient therapy as a tool in promoting principles of neuroplasticity such as repetition, task specificity, intensity, and salience. Additionally, it challenges core stability, upper extremity strength, and balance. The Indego exoskeleton allows people to continue activity that promotes good bone density, circulation, and cardiovascular exercise.

We are proud to have participated in validating a new solution and creating a new standard of care for spinal cord injury survivors. Sheltering Arms was able to procure the Indego through a special \$180,000 gift from our Junior Board.

AlterG[®]

The new AlterG Anti-Gravity Treadmill provides weightless training to patients suffering from injury-related pain or recovering from a surgical procedure. It mimics the motions and mileage of walking/running without using full body weight or risking overuse of the joint. This reduces the chance of further injury and enables patients to heal faster.

Clinicians and patients benefit from the real-time data and visual monitoring. Asymmetry and gait deficiencies are immediately identified and the body weight support can be modified to enable pain-free, normalized walking. Patient progress is easily tracked, which keeps patients engaged and motivated during rehab. This piece of NASA-influenced equipment was funded through donations to The Sheltering Arms Foundation.

Valedo[®] Motion

Conventional back therapy lacks real-time feedback and objective information which does not motivate patients to continue to exercise. The Valedo is a pair of sensors that helps patients train the back to reduce and prevent future pain. The sensors create a virtual reality environment and provide immediate spatial feedback that help improve movement patterns. This smart assessment and movement exercise solution was funded through a donation from a former patient.









Ground-Breaking Programs

SPEAK OUT! and LOUD Crowd

Parkinson's disease (PD) patients can now work on their speech at Sheltering Arms. Many speech and voice deficits associated with PD are resistant to pharmacological and surgical treatment; however, they can respond well to speech therapy intervention. The patient completes a series of exercises targeting speech, voice, and cognition to improve the ability to be heard and understood.

Maintaining function can be challenging for patients with PD given the degenerative nature of the disease. Upon completion of SPEAK OUT!, patients join the LOUD Crowd for continued practice as well as support and encouragement from other members.

The program follows the evidence-based PD protocols of the Lee Silverman Voice Treatment (LVST) LOUD® treatment, which focuses on increasing vocal loudness, intonation, and voice quality. Sheltering Arms has more LVST-certified clinicians than any other facility in the region.

PWR! Parkinson Wellness Recovery

The PWR! exercise programs are globally recognized to slow Parkinson's disease progression, improve symptoms, restore function, and increase longevity and quality of life. We are fortunate to now have a certified instructor to help patients directly target foundational skills.

The PWR! Moves class begins with the repetitive training of four foundational skills that make up everyday function and emphasizes learning what optimal function should feel like. When those skills are mastered, patients move on to PWR! Circuit classes and more traditional gym activities which are designed to remove fear and allow for physical effort and range of motion.

The flexible, repetitious approach of these classes increases neuroplasticity in patients and helps them to remain independent.

Bariatric Evaluations

The medical psychology department expanded their service line to include bariatric surgery evaluations. Many insurance companies realize its importance and require a psychological evaluation before they will approve bariatric surgery. The evaluation can help identify a patient's strengths, such as a strong motivation to exercise as weight is coming off, a complete understanding of the effects of surgery, or identifying a support network. Our doctors also uncover areas that patients might need assistance with after surgery, such as depression or mood swings, lack of family support or triggers for past emotional eating.

Dry Needling Expands

Alternative pain management tools are becoming increasingly popular in the wake of highly-publicized opioid addiction trends. As a result, five more PTs have become certified to handle the increased demand for dry needling as a solution to chronic pain. Myofascial trigger point dry needling uses thin, solid needles inserted in trigger points and connective tissues to relieve pain. The ultimate goal of dry needling is a return of normal blood flow throughout the body.





Continuum of Care

Head and Neck Cancer Support Group

Head and neck cancer accounts for three percent of all cancers in the U.S. It's more common in men than in women and most frequently seen in adults over the age of 50. Treatment often includes surgery, chemotherapy, radiation or a combination. As a result of treatment, many patients experience difficulty with swallowing, dry mouth, and pain. Sheltering Arms clinicians identified there were no local support groups, so they developed one to serve this population. Meetings include opportunities for socialization and education in addition to presentations from local medical professionals.

Weight Management Coping Skills

Medical psychology created this support group program for adults with a history of unsuccessful weight loss who are looking for helpful tips to approach weight and health in a balanced and supportive way. Members learn about tools they can use to manage diet, exercise, and other aspects of daily life. Topics include how to develop and maintain motivation, emotional eating and stress management, exercise and pain, family and relationship support, and healthy goal setting. Weight loss surgery patients also have weight management support at Sheltering Arms. They are taught mindfulness techniques to control eating. Body image is a challenge for overweight patients adjusting to rapid weight loss. Doctors show patients how to cope with unhealthy self-perception and how to create a healthy body image.

People

Our doctors are the front line of care and contribute to our outstanding reputation in the community. Drs. Hillary Hawkins and Albert Jones were named "Top Docs" by Richmond Magazine in 2016 based on a survey of their peers. We are proud to have Dr. Joelle Makon join our team of talented and dedicated doctors and physicians.



Joelle Makon, M.D.

Dr. Joelle Makon dedicates her practice to helping patients with a wide variety of diagnoses, including musculoskeletal disorders, arthritis, back injury, orthopedic injury, sports injury, concussion and stroke. She offers several specialty services, such as prolotherapy, EMG studies, auricular acupuncture and Botox for migraine management. She earned her undergraduate and medical degrees at Pennsylvania State University, and completed her physical medicine and rehabilitation residency at Virginia Commonwealth University.



In Memoriam - J. Waverly Pulley III

J. Waverly Pulley III, Esq., passed away unexpectedly this summer. At the time of this printing, he had served as a director for four and half years and as board chair since January 2016. He was introduced to Sheltering Arms Hospital in May 2014 while his sister was in our care. "She has nothing but wonderful things to say about her doctors, nurses and staff as well as the facilities. She thinks Sheltering Arms Hospital is the very best of the best, and so do I," he remarked years ago. Mr. Pulley gave unselfishly of his time and many talents in support of our mission and the bold future we envision with our joint venture partner, VCU Health. We will miss his intellect, wisdom, humor and kindness but know that he is with us every step of the way.







Continuous Improvement

CareLink

The electronic medical records (EMR) implementation is nearly two-thirds complete. The CareLink project team defined the current state of our system and is busy building the future system. CareLink will enable us to adhere to our mission of continuously improving the way in which we provide exemplary care to our patients and our community. The new EMR will solve system interoperability issues across the Sheltering Arms continuum for patients and with strategic partners. It provides efficient analysis and reporting of patient outcomes, populations, and costs. The EMR also has enhanced clinical flow and decision support. CareLink is a major IT initiative that will live up to its vision statement - "Life transformed with care linked by one system."

ICD-10

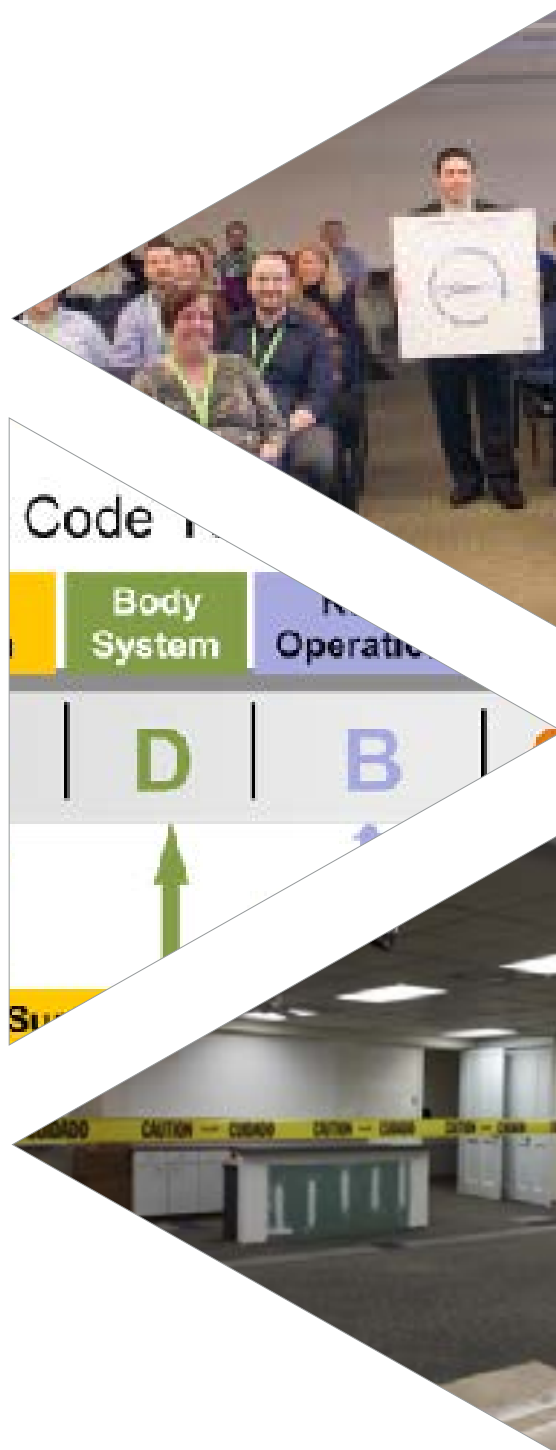
The Centers for Medicare & Medicaid Services required all healthcare facilities to upgrade to International Classification of Diseases V.10 (ICD-10) effective October 1, 2015. After 30 years, the ICD-9 code set was outdated and could no longer meet the demands of healthcare's data needs. It did not accurately describe the diagnoses and procedures for care delivered.

Insurance claims coders for Sheltering Arms inpatient and outpatient centers, and physician and psychology services were trained and ready for the conversion nearly six months in advance. Beginning early allowed staff to learn and refine new processes, build and enhance software applications, and to train ensuring a smooth transition.

Renovations

We remodeled our Midtown Center to allow for expanded therapy treatment space. The Sheltering Arms Home Health offices relocated to Bon Air and the walls in that part of the building were removed to make the area more spacious and conducive to optimal patient care. Therapy services are now offered full time at this location.

In 2016, renovations at our Bon Air Center included expansion to accommodate two additions to the suite of advanced rehab technology - the Zero G® Passive and Valedo®.





Excel

► Honored

Lieutenant Governor Visit

To help raise awareness of physical rehabilitation, we provide tours that improve the understanding of the technology used and the skills needed to help patients find the power to overcome.

We were honored to welcome Lieutenant Governor Ralph Northam to Sheltering Arms and give him tours of our Midtown Center and Hanover campus. Dr. Northam also had the opportunity to meet some of our patients and Club Rec members, and to see excellent care in action. As a pediatric neurologist by background, he had particular interest in the novel clinical programs and approaches we offer at Sheltering Arms. He left with a greater understanding of the important role Sheltering Arms plays in helping individuals throughout the commonwealth.

Concussion Awareness

Willie Lanier, former linebacker for the Kansas City Chiefs and member of the Professional Football Hall of Fame, made a stop at Sheltering Arms Hospital. During his visit, he met with several clinicians and executives to learn about our comprehensive concussion program. Willie is on the safety committee for the NFL and provided our team with some great information about concussion prevention.

Joint Commission

In 2016, The Joint Commission was on site to review the stroke programs at both hospitals. In addition to recertification, the surveyor gave Sheltering Arms accolades for our patient care, innovation, and compassion. It was noted that our clinical practice guidelines for stroke exceed most published guidelines.

Moreover, the surveyor suggested the procedures should be shared with the American Stroke Association and published more broadly so other programs could learn from our best practices.



Clinical Presentations

American Academy for Cerebral Palsy and Developmental Medicine

Austin, TX

- Translating Evidence into Practice: A Physical Rehabilitation Clinical Practice Guideline for Adults with Developmental Disabilities Using a Lifespan Approach

American Congress of Rehabilitation Medicine Annual Conference

Dallas, TX

- Knowledge Translation for Gait Technologies

American Medical Rehabilitation Providers Association Conference

Nashville, TN

- Business Development for Post-Acute Rehabilitation: An Innovative Model for Building Compelling, Strategic, and Sustainable Clinical Programs
- Connecting Knowledge Translation Strategies to Clinical Outcomes and Cost
- Defining and Integrating Stroke Care Across Settings: Application of Functional Outcome Measures and Collaborative Treatment Planning in Acute Care and Inpatient Rehabilitation
- Hourly Rounding Our Safety Culture

American Physical Therapy Association Combined Sections Meeting

Anaheim, CA

- The Effect of Early Intervention in Concussion Management and to Time to Return-to-Activity

American Physical Therapy Association IV Step Conference

Columbus, OH

- Connecting Knowledge Translation Strategies to Impact Clinical Outcomes
- Translating Knowledge to Action: Improved Patient Outcomes with Extra Practice in Inpatient Rehabilitation

American Society of Clinical Hypnosis

Alexandria, VA | Clearwater, FL | St. Louis, MO

- Basic and intermediate didactic and experiential hypnosis training

Association of Rehabilitation Nurses Annual Conference

New Orleans, LA

- Hourly Rounding Our Safety Culture

Bon Secours School of Nursing

Richmond, VA

- Safe Patient Transfers and Mobility

Consortium of Multiple Sclerosis Centers Annual Conference

National Harbor, MD

- Application of a Clinical Practice Guideline for Persons with Multiple Sclerosis in a Multi-Setting,
- Translating Evidence into Practice: A Physical Rehabilitation Clinical Practice Guideline for Persons with Multiple Sclerosis

National Multiple Sclerosis Society

Virginia Beach, VA

- Strategies for Care Partners for Persons Living with MS: Self Care for the Caregiver

Richmond Academy of Clinical Psychologists

Richmond, VA

- Understanding Dementia

Sheltering Arms Breakfast Ed

Richmond, VA

- A Multi-Disciplinary Perspective on Concussion Recovery
- Overcoming Pain: Clinical Options and Interventions
- Safely Returning to Work and Life Following Joint Injury

Sheltering Arms Continuing Education

Richmond, VA

- Evaluation and Treatment of Temporomandibular Disorder
- High Velocity Low Amplitude (HVLA) Thrust for the Spine
- How to Deal with Difficult Patients
- Neuroplasticity: Merging Science in Stroke Recovery with Bedside Care
- Evaluation and Early Mobilization of an Adult With a Stroke
- Neurological Theory and Practice: Part I & II
- Neuro Continuum of Care: Bridging the Gap from Acute Care to Rehab

Sheltering Arms Dinner with a Doc

Richmond, VA

- The Impact of Tablet Use on Feedback and Motivation in the Adult Neurologic Setting
- Typical Gait, Common Gait Abnormalities, and Orthotic Applications
- Upper Extremity Neurological Recovery: Clinical Implications and Strategies

Virginia Association of Rehabilitation Nurses Conference

Richmond, VA

- Medication Reconciliation – Increase Patient Safety with Education, Communication and Collaboration

VCU, Physical Medicine and Rehabilitation and School of Allied Health Professions

Richmond, VA

- Occupational Therapy and Orthopedics in Acute Care
- Level II Occupational Therapy Fieldwork Preparation
- Cardiopulmonary
- ADL Training Lab
- Pain Fellowship lectures

Virginia Nursing Association Fall Conference

Richmond, VA

- Multidisciplinary Approach to Amputee: How Developing a Clinical Practice Guideline Impacts the Quality of Care Across the Continuum of Patient Care
- Lean Healthcare Implementation: Facilitating Rapid Improvement Activities in an Acute Rehabilitation Inpatient Hospital.
- Medication Reconciliation – Increase Patient Safety with Education, Communication and Collaboration
- Preventing Falls Through an Interdisciplinary Fall Reduction Program.

Virginia Safety Summit

Richmond, VA

- Hourly Rounding Our Safety Culture

Virginia Nurses Association Legislative Day

Richmond, VA

- Hourly Rounding Our Safety Culture Year in Review
- Lean Healthcare Implementation: Facilitating Rapid Improvement Activities in an Acute Rehabilitation Inpatient Hospital.
- Medication Reconciliation – Increase Patient Safety with Education, Communication and Collaboration
- Preventing Falls Through an Interdisciplinary Fall Reduction Program.

- Manuscripts -

Christopher, A; Lyons, A; "Effects of Simulated Low Vision on Postural Adjustment to Changes in Center of Mass in Older Adults," Occupational Therapy in Health Care 8 Feb. 2017: 115-125.



Community

► Recovery Collaborators

Community Partners

Our legacy of caring for those in need lives on today. Generations of generous donors enable us to continue to provide financial aid to our patients who have no insurance or the personal means to pay for rehab care. The kindness and generosity of our community has brought needed care to hundreds of thousands of individuals, regardless of ability to pay.

The Community Partners program was established by our Foundation to extend patient care after discharge. It funds safety net organizations that provide free primary care, advocacy groups, resources and services such as housing, adaptive sports, or recreation programs for veterans, and adult day care solutions.

The organization **project:HOMES** is a Community Partner that modifies homes for patients with mobility issues. Stairs can make going home impossible. With the installation of a ramp and in-home modifications, patients can stay in their home longer and preserve their dignity and independence.

We are fortunate to have good community partners who extend our continuum of care and are dedicated to restoring our patients' quality of life after accidents and illness.

A 'Note'able Donation

We are thankful to have generous donors, but not all our donations are financial. Carolyn Bierowski wanted to find a home for her Cable-Nelson piano. She received it when she was a teenager, but it was languishing sitting in storage. Club Rec was happy to have the piano, so Mrs. Bierowski paid to have the piano moved and tuned. It is now being used more than ever and brings great joy to Club Rec members. The donation plaque on the piano reads, "May this piano bring moment of happiness, camaraderie and positivity to the patients at Club Rec."



Community Needs

In 2016, we completed our second Community Health Needs Assessment (CHNA) to understand the physical rehabilitation needs of individuals in the central Virginia community.

The Patient Protection and Affordable Care Act of 2010 included a new Section 501(r) in the Internal Revenue (IRS) Service Tax Code requiring that charitable hospitals conduct a CHNA every three years. The new tax code was intended to provide a consistent vehicle for tax-exempt hospitals to understand the needs of their respective communities and to develop/refine strategies to meet those identified needs.

Our survey was administered to clients, patients, public health departments, community free clinics, disease-specific associations, community partners, and Sheltering Arms clinicians. The needs identified included healthy lifestyle services (nutrition, health, wellness, fitness, recreation and mobility), care navigation, caregiver support, and medical devices, such as ramps, which can keep people in their homes longer. In order to address these needs, the implementation plan included process changes and partnering with local organizations.



Community Involvement

Employees, along with their family and friends, helped us walk and run our way to helping others in our community.

Walk MS

Our Sheltering Arms employees, patients, family, and friends came together for Walk MS. In addition to the Sheltering Arms participants, a total of 1,937 people from the region walked and raised \$177,435. Proceeds fund critical services and groundbreaking research, which moves us closer to a world free of MS.

Walk to Cure Arthritis

There are more than 52 million Americans with Arthritis - 1,600,000 of them live in Virginia. It is also the number one cause of disability in the U.S. Walk to Cure Arthritis is the Arthritis Foundation's nationwide signature event that rallies communities and raises funds to conquer arthritis once and for all. A team from Sheltering Arms attended and raised funds for critical medicines and programs in Central Virginia.

Movin' & Shakin' 5K

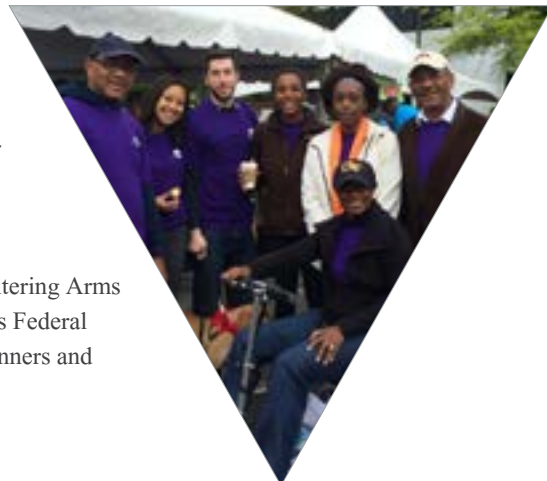
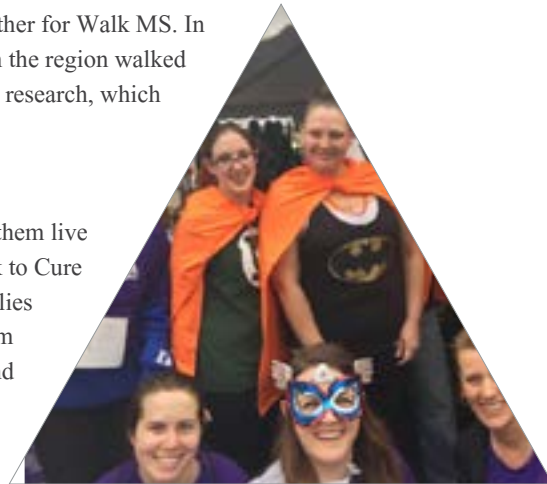
The Parkinson's Disease (PD) program sponsored and participated in VCU Health's annual walk to support those with movement disorders. The flat-road course, with 1k and 5k options, went through Innsbrook Office Park. Clinicians managed the booth and promoted the Sheltering Arms PD offerings.

Heart Walk

Each year, the Richmond Chapter of the American Heart Association works to raise more than a million dollars during the Heart Walk. Funds help fight heart disease and stroke in the region. Sheltering Arms employees, friends, and family came out to support the cause. The Association's 2020 impact goal focuses on helping people build stronger health and a better quality of life.

Corporate 4-miler

For the fifth year, the Sheltering Arms Wellness Committee and the Sheltering Arms Foundation sponsored 47 team members and participated in the Connects Federal Credit Union Corporate 4-Miler racing event. It was a "sea" of purple runners and walkers celebrating wellness.







Finance

Fiscal Years 2016

Revenue

Net Patient Service Revenue	49,426,589
» Total Revenue	\$ 49,688,122

Expenditures

» Salaries, Wages and Benefits	41,917,460
» Supplies and Other Expenses	17,681,478
» Total Operating Expenses	\$59,598,938

» Investment in Patient Care	(9,910,816)
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Community Benefit Cost

» Charity Care and Financial Assistance	1,407,433
» Community Benefit Program Operations	1,153,114
» Health Professionals Education	166,666
» Support of Other Community Groups	247,749
» Total Community Benefit Cost	\$2,974,962

► Leadership - Fiscal Year 2016

Administrative Officers

Mary Zweifel, **President & CEO**
 Jim Litsinger, **Chief Financial Officer**
 Ellen Vance, **Chief Human Resources Officer**
 Chris Sorenson, **Chief Information Officer**
 Sandy Eyler, **Chief Nursing Officer**
 Timothy Silver, M.D., **Chief Medical Officer, South**
 Hillary Hawkins, M.D., **Chief Medical Officer, Hanover**

Board of Directors

J. Waverly Pulley III, **Chair**
 Dianne V. Jewel, **First Vice Chair**
 Ashby R. Hackney, **Second Vice Chair**
 Patricia B. Cushnie, **Chair Emeritus**
 Holly Antrim
 Kathryn M. Barley
 Andy H. Bennett
 Peter H. Bowles
 David Constine III
 Teresa Reynolds DiMarco
 Sandra M. Douglas
 Lawrence E. Gibson
 Ashby R. Hackney
 William Hardy
 Theodore Price
 Susan J. Rawles, Ph.D.
 Ames Russell
 James A. Slabaugh
 Abraham Segres
 Mary Zweifel (**ex officio**)

Foundation

John L. McElroy III, **President**

Foundation Board of Directors

Theodore W. Price, **Chair**
 Peter H. Bowles, **Vice Chair**
 Kelly del Campo Merricks, **Secretary**
 Charles M. Caravati III
 W. Bates Chappell
 William T. Clarke, Jr.
 Patricia B. Cushnie
 Barbara H. Dunn
 Lawrence E. Gibson
 Ashby R. Hackney
 Dianne V. Jewell
 Joyce F. Nash
 Lisa Taylor Powell
 Sue H. Schutt
 S. Buford Scott
 Caroline Woody Williams

Junior Board Officers

Caroline Woody Williams, **President**
 Kristin Crowther Mullins, **Corresponding Secretary**
 Helen Mundin Garnett, **Recording Secretary**
 Autumn Harper Alberg, **Treasurer**
 Erin S. Jewett, **Assistant Treasurer**
 Mamie Farmer Farley, **Bal Co-Chair**
 Catharine McKee Williams, **Bal Co-Chair**
 Callie Lacy Brackett, **President-Elect**



Contact Information

1.877.56.REHAB

www.ShelteringArms.com



SHELTERING *Arms*

PHYSICAL REHABILITATION CENTERS