



Shepherd Center

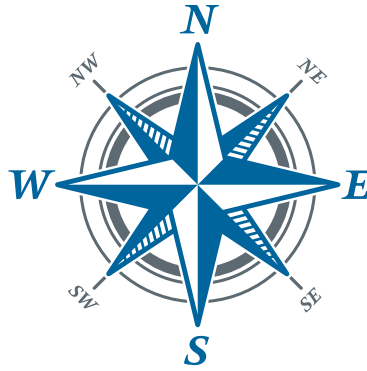


OUR TRUE NORTH

Annual Report—Fiscal Year 2022

April 1, 2021 – March 31, 2022





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April 1, 2021 – March 31, 2022

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Dear Friends,

The past few years have brought a lot of change and uncertainty for all of us, but through all of Shepherd Center's 47 years and those to come — one thing remains the same: our patients and their families are our **true north**.

That means our patients guide everything we do and every decision we make. In this report, you'll learn more about how our patients' needs and goals guide the continuum of programs and services we offer, how we plan for the future, and how we care for each other.

Throughout fiscal year 2022, the period from April 1, 2021, to March 31, 2022, our patients have done amazing things. Through participation in our inpatient rehabilitation programs, community-based outpatient services, and research studies and trials, they have shown us what's possible. With courage and strength, many have not just survived but thrived beyond their injuries and illnesses — returning to their communities and beginning again. And our patients keep our staff motivated, innovative, and creative. I truly believe we have the best staff that exists anywhere — always ready to blaze new trails to continue providing world-class care with compassion for generations to come.

You'll also learn how in FY22, we continued to chart our course for the future with **Pursuing Possible: The Campaign for Shepherd Center**, which will help us accomplish our goals of increasing patient access, investing in innovation, educating the next generation of neurorehabilitation experts, and improving the patient and family experience as we approach our 50th anniversary in 2025.

Finally, you'll learn more about our culture — one of excellence but also one of unwavering heart, humor, and hope. While we care for patients with the most serious injuries, we know that helping our patients and their families see glimpses of levity and normalcy with a well-timed joke or a warm laugh are key to rehabilitation. We push ourselves, our patients, and their families to get the most out of their time here so that when they move on from Shepherd Center, they have the tools and confidence they need to live beyond injury and illness.

We appreciate you taking the time to read this report and for helping us continue to be guided by our **true north**.

Sincerely,

Sarah Morrison, PT, MBA, MHA
CEO, Shepherd Center





AMAZING

You are enough
just as you are

You are So
LOVED

Positive
Vibes @
July

Canine
Companions

Canine
Companions

HOSPITAL STAFF USE ONLY

Shepherd Snapshot

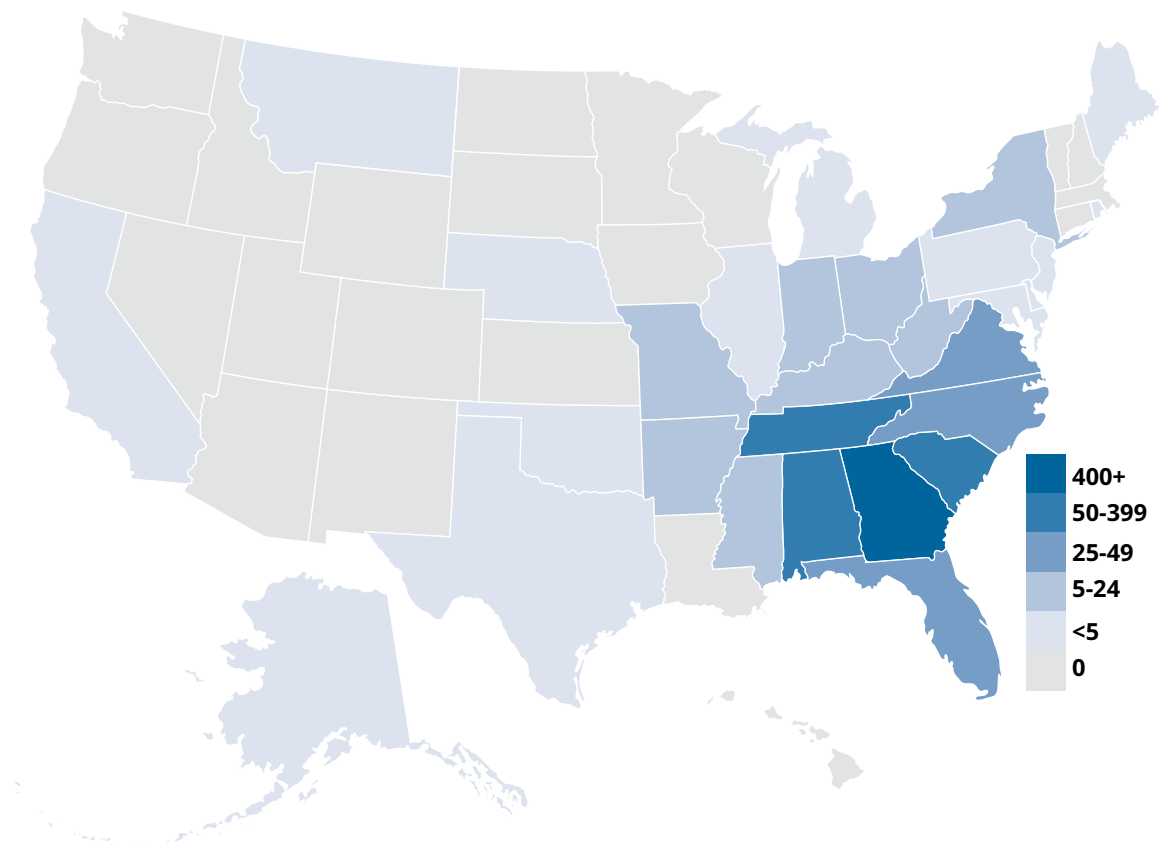
APRIL 1, 2021 – MARCH 31, 2022

For people experiencing brain or spinal cord injury, chronic pain, multiple sclerosis, or other neurological conditions, Shepherd Center provides the most comprehensive continuum of clinical care, research, and family support. Ranked by *U.S. News* as the top rehabilitation hospital in the Southeast and among the top 10 in the nation, Shepherd Center is a stand-alone facility where people who need comprehensive neurorehabilitation find unmatched expertise and compassion to achieve their goals.

PATIENTS SERVED IN FY22	
Category	Discharges
Spinal Cord Injury (SCI)	250
Acquired Brain Injury (ABI)	302
Stroke	144
Dual Diagnosis (SCI and ABI)	95
Neuro, Skin, Wound, Other	55
TOTAL INPATIENTS DISCHARGED FROM SHEPHERD CENTER	846
OUTPATIENTS SERVED AT SHEPHERD CENTER	7,684

Patients at Shepherd Center come from across the country.

INPATIENT ADMISSIONS BY STATE, 2021-2022







Spinal Cord Injury Rehabilitation Program

A Constellation of Care

In FY22, 250 patients, at an average age of 42, navigated their way to our Spinal Cord Injury Rehabilitation Program to receive the world-class care Shepherd Center provides with unwavering heart, humor, and hope. Their Shepherd Center journey often begins in our on-site 10-bed intensive care unit. It then progresses to inpatient rehabilitation, which includes rehabilitation in multiple disciplines and family support and training. Once patients no longer need 24-hour medical care, they may move on to our day program. From there, various outpatient services, including Beyond Therapy®, health and wellness activities, and vocational support, are available at Shepherd Center for a lifetime of care.

250

Inpatients discharged from Spinal Cord Injury Rehabilitation Program

92.2%

Patients with traumatic spinal cord injuries who were able to return to the community after rehabilitation at Shepherd Center, compared to 71.9% nationwide.



Meet Jordynn

IN MARCH 2021, Jordynn Woods, 17, and a friend were walking home from dance class when a car struck them. Jordynn sustained a spinal cord injury and was at Grady Memorial Hospital in Atlanta before transferring to the Adolescent Spinal Cord Injury Rehabilitation Program at Shepherd Center.

Her mom, Damika, remembers it was difficult for them both.

“She couldn’t move. She could shrug her shoulders, and she could say her name. They put a tube in her throat, so she couldn’t talk anymore, and I could not read lips for anything. She cried because she couldn’t explain things to me.”

Shortly after Jordynn arrived at Shepherd, another teen stopped by to talk, giving Damika some much-needed hope.

“I just saw Jordynn blossom — she became the old Jordynn, laughing, having a good time hanging out. Once she was out of her shell, I came out of my shell because now I’m like, she’s going to be okay,” Damika remembers.

Jordynn worked hard to keep up with her schoolwork with help from the academic coordinator at Shepherd Center. Since she has limited control of her right hand, she learned to use motion sensor glasses to control a mouse with her head to help complete her work.

Jordynn also joined outings.

“I was pretty excited to be back outside in the world, even though it kind of scared me — it was just mixed emotions, but I knew I was safe,” Jordynn recalls.

And, Jordynn participated in Project Rollway, a fashion show featuring patients from Shepherd’s adolescent programs.

Jordynn was discharged from Shepherd in June 2021 and still participates in outpatient therapy.

She’s back in school and will graduate in May 2023.

Jordynn continues to push herself. She even tried rock climbing.

“I was scared to try climbing at first. I had to pull my body weight, but they helped. It was a great experience, and I’m glad I got the confidence to do it.”

With her renewed hope, Jordynn is discovering that anything is possible.



Expertise with the Most Complex Injuries

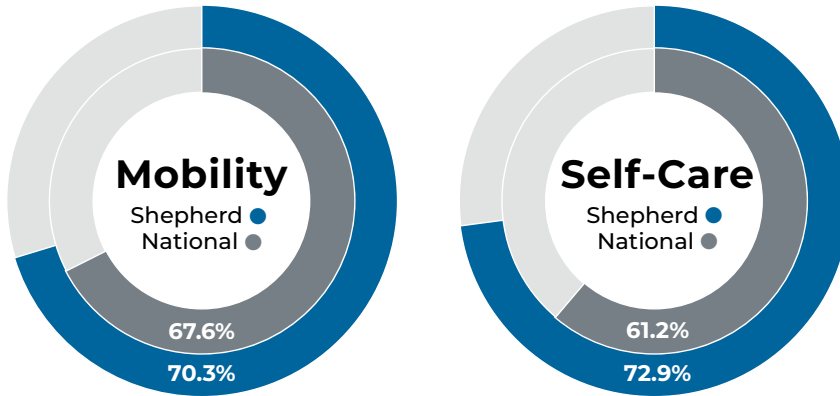
In FY22, more than 78.8% of patients with spinal cord injuries at Shepherd Center had traumatic injuries, compared to 23.9% elsewhere, meaning we see patients with the most complex injuries. With such high volumes, the team at Shepherd Center has more

experience dealing with all levels of spinal cord injuries, including those in people who use a ventilator for breathing. In FY22, our ventilator services team was able to wean 86% of patients with spinal cord injuries who were using ventilators when they arrived at Shepherd Center. For patients who must use a ventilator, our staff focuses on educating patients on how to live an active lifestyle while also training each patient and their family members in home care techniques and health management.

Fostering Recovery

Percent of Spinal Cord Injury (Traumatic) Patients Meeting or Exceeding Risk-adjusted Expected Value at Discharge

Data Source: Uniform Data System for Medical Rehabilitation (UDSMR)



In our Spinal Cord Injury Rehabilitation Program, we develop a customized roadmap to help patients set and reach their goals — from caring for themselves to caring for their families to doing meaningful work once they return home.

In FY22, 92.2% of patients at Shepherd Center with traumatic spinal cord injuries were able to return to their communities. Like Jordynn, they returned to school, explored work, and discovered new interests and hobbies with the help of what they learned at Shepherd Center.



Helping Patients Discover Their Future

Central to our mission, we champion initiatives that help patients return to their communities and, from there, start their new beginnings. In FY22, our Spinal Cord Injury Rehabilitation Program team fulfilled our mission by:

- **Renovating the “I Can” Studio:** Our late co-founder James Shepherd once said that “Shepherd Center is the bridge between ‘I can’t and I can.’” In FY22, we very intentionally renovated and renamed what was once known as the Activities of Daily Living (ADL) Suite to the “I Can” Studio to honor James’ sentiment and show our patients what they are capable of after injury or illness. The “I Can” Studio is a fully-functional and accessible home-like space within Shepherd Center with a sleeping area, full kitchen, and restroom where patients, as they prepare to return home, can spend the night with their care partner and practice activities of daily living, such as cooking, child care, and self-care.



SHEPHERD CENTER ONCE AGAIN NAMED A SPINAL CORD INJURY MODEL SYSTEM

In FY22, Shepherd Center was once again named a Spinal Cord Injury Model System (SCIMS) by the Administration for Community Living’s (ACL) National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR). Shepherd Center has been a SCIMS grantee for 40 years. The SCIMS program is the largest network of research centers devoted to spinal cord injuries (SCI) in the world. NIDILRR awards the grants to institutions that are national leaders in medical research and patient care and provide the highest level of comprehensive specialty services through rehabilitation and re-entry into full community life.



- **Bringing the Outside In:** Patients regularly express anxiety about navigating life outside of the accessible Shepherd bubble after injury or illness. To help ease their concerns and aid in community reintegration, our recreation therapy program partnered with AETOS Imaging. This technology company can scan real-world locations such as buildings, restaurants, and stores. Then, they create a digital replica and add captions with instructions. All the facilities have tags throughout each page that ask questions such as table height and door width. This benefits patients and their care partners in preparation for outings or if a patient cannot yet leave the hospital due to injury, illness, or through much of FY22, COVID-19 restrictions. Therapists use this technology as preparation before an outing, such as a restaurant or doctor's visit, to show patients and care partners how to plan for challenges and barriers. Therapists also use it as a follow-up after an outing to cover anything a patient might have missed during family training sessions. This technology helps prepare patients with various diagnoses and care partners for the unknown and gives them confidence and education, making them more likely to go out into their communities.
- **Sharing Health and Wellness with the Community:** While we have long provided recreation therapy and adaptive sports to our patients, the broader community has lacked access to them, a challenge that became even more pronounced during the COVID-19 pandemic. In FY22, our recreation therapy program launched community health and wellness clinics, occurring both in-person and virtually to former Shepherd Center patients and community members. During this timeframe, Shepherd Center reached 77 clients with online programs, such as seated yoga, leisure skills like art, horticulture, and tai chi, and self-study programs like yoga and cooking. 118 people attended in-person events, which included golf, tennis, hand cycling, mountain biking, horticulture, and kayaking. Health and Wellness Clinics are open to patients and community members with various diagnoses. ♦





Shepherd Pathways

CANINE COMPANIONS
FOR INDEPENDENCE

Brain Injury Rehabilitation Program

A Constellation of Care

In FY22, 446 patients with an average age of 45.5 — 302 with brain injuries and 144 after stroke — were discharged from Shepherd Center’s Brain Injury Rehabilitation Program. Patients in low-level states of consciousness caused by a brain injury or stroke sometimes begin their stay at Shepherd Center in our unique Disorders of Consciousness (DoC) program -53 in FY22- because they have different needs than those undergoing traditional rehabilitation. Other patients, 30% of admissions to the Brain Injury Rehabilitation Program, enter Shepherd Center through our ICU before progressing to inpatient rehabilitation. Shepherd Pathways, Shepherd Center’s outpatient rehabilitation program for people recovering from brain injury, provides a continuation of rehabilitation for 60% of the inpatients with brain injury who no longer require 24-hour nursing care. Patients in the Brain Injury Rehabilitation Program also have access to specialty outpatient services, vocational therapy and counseling, transition support, and health and wellness clinics.



Meet Will

AS A PHARMACIST, Will Rich has a lot of medical knowledge. But even he didn't know how serious a brain injury could be.

Then he found out. Will crossed a street in Memphis, Tennessee, when he was hit by a car. He had broken bones and most seriously, a traumatic brain injury.

After Regional One Health Medical Center in Memphis took care of Rich's acute injuries, Will's wife, Autumn, an experienced nurse case manager, requested Will go to Shepherd Center.

Will has few memories of his first month post-accident, but he can remember the therapeutic approaches Shepherd provided.

"With a brain injury, nothing about it is easy," he says. "The first thing I had to do was learn how to talk again. Then I had to learn how to walk again. Then I had to learn how to read."

Will then had to determine if he would return to work as a pharmacist. When therapists started showing him what he would need to master as a working pharmacist, such as comparing medications, he realized his recovery would be complex.

Will spent a month and a half as an inpatient at Shepherd Center and then went to Shepherd Pathways, Shepherd's outpatient program for people recovering from brain injury.

"All the therapists worked together," Autumn explains. "All the sessions intertwined."

The therapy team incorporated one of Will's favorite hobbies, golf, into his therapy. A Shepherd therapist even drove him to the PGA Superstore, a large golf store.

"They put a club in his hand, and the very first time he swung, he hit it in the basket," Autumn says. "That put a huge smile on his face and made him think, 'Wow, I really can get back to doing things I love.'"

Now, Will is back to his golf game and his career as a pharmacist.

"Will would not be as far in his recovery were it not for the people at Shepherd who gave him his life back," Autumn adds. "This thing changes you forever, and they made it so much easier. We are forever grateful. He has his life back, and we have our lives together."



446

Patients discharged from Brain Injury Rehabilitation Program

96%

Patients with brain injuries who were able to return to the community after rehabilitation at Shepherd Center, compared to 70.4% nationwide.

94.3%

Patients who had strokes who were able to return to the community after rehabilitation at Shepherd Center, compared to 67.6% nationwide.

Expertise with the Most Complex Injuries

In FY22, more than 81% of patients with brain injuries at Shepherd Center had traumatic injuries, compared to 32% at other facilities, meaning we see patients with the most complex injuries. With such high volumes, the team at Shepherd Center has more experience dealing with all levels of brain injuries, including those in people who use a ventilator for breathing. In FY22, the ventilator services team was able to wean 92% of patients with brain injuries and 75% of those who had strokes and were using ventilators when they arrived at Shepherd Center.

Every brain injury is as unique as the person and family it affects. In Shepherd Center's Brain Injury Rehabilitation Program, we develop a personalized plan to help patients set and reach their goals while providing family training, education, and support for returning home.

In FY22, 96% of patients at Shepherd Center with traumatic brain injuries were able to return to their communities, compared with the 70.4% national average. Also, 94.3% of patients who had a stroke were able to return to their communities once discharged from Shepherd Center. Many of those, like Will, have done amazing things after leaving Shepherd Center — finding meaningful employment, navigating special relationships, and finding fulfilling hobbies and interests.





Transforming Care In Real Time to Serve Patients' Needs

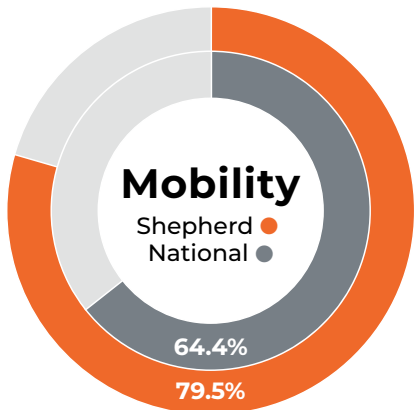
At Shepherd Center, we constantly search for ways to improve the patient and family experience while keeping our staff learning and engaged. In FY22, we did this by:

- **Providing Streamlined Care:** Many patients who have brain injuries also experience spasticity in their muscles, which can then result in joint stiffness, muscle contracture, and limited mobility. Shepherd Center has long used Botox, accompanied by casting and splinting, to alleviate these issues. Previously, patients would have to book their Botox injections at one location and then book at another for splinting, leading to uncomfortable delays in treatment. In FY22, the outpatient brain injury rehabilitation program launched a Botox clinic in Shepherd Center's Multi-Specialty Clinic that offers both injections and splinting, eliminating the need to make separate appointments or wait between procedures.
- **Optimizing Therapy Session Time:** At Shepherd Pathways, therapy sessions were generally scheduled for 45 minutes — which to both patients and staff, did not feel like quite enough time to truly give the patients what they need. In FY22, the team at Shepherd Pathways partnered with our Quality and Outcomes Management team to evaluate the effectiveness of the length of the sessions. After this rapid improvement event (RIE), therapy sessions at Shepherd Pathways were expanded to 60 minutes to help form stronger connections between therapists and patients, provide depth of care, and to maximize scheduling.

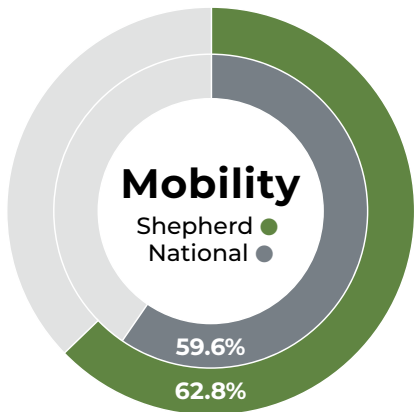
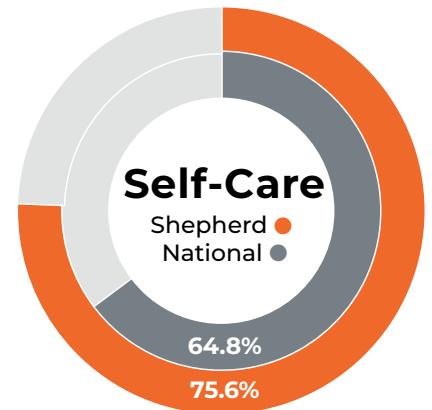


Fostering Recovery

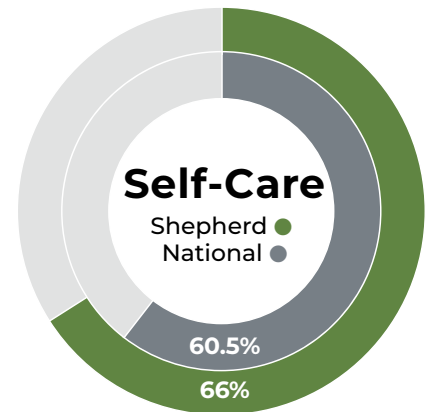
Data Source: Uniform Data System for Medical Rehabilitation (UDSMR)



BRAIN INJURY (TRAUMATIC) PATIENTS
 Percent of Brain Injury (Traumatic) Patients Meeting or Exceeding Risk-adjusted Expected Value at Discharge



STROKE PATIENTS
 Percent of Stroke Patients Meeting or Exceeding Risk-adjusted Expected Value at Discharge



➤ **Creating Best Practices:** Like many other health care systems, we use the Uniform Data System to enter and track patient outcomes. In FY22, the Brain Injury Rehab Outcomes Committee (ROC) partnered with the Quality and Outcomes Management team to put the patient data to work to enhance patient care. Together, they cross-referenced patient outcomes with therapy teams to determine if there was any correlation between outcomes and the team the patient worked with in therapy. This deep look into the data allowed the team to define and implement best practices across all teams. ✦





Community-Based Outpatient Services

Founded with the gracious support of the community, it's often said that the moment you come to Shepherd Center, you become part of the Shepherd family. That means we embrace those who start off in our inpatient programs, as well as those in the community who can benefit from our unique expertise. Some programs are full-time and serve thousands of patients a year, while other part-time services offer key niche care. Our community-based outpatient programs served more than 7,600 individuals in more than 56,000 visits in FY22.



Complex Concussion Clinic (CCC)

Concussions can occur as a result of playing sports, car crashes, falls, and other accidents. In most people, concussion symptoms resolve within three to four weeks, but for others — about 20% — their symptoms last well beyond that, with complications that fall beyond the scope of primary care physicians and general neurologists. Fortunately, for these cases, Shepherd Center's Complex Concussion Clinic specializes in identifying and treating symptoms to help people get better and return to their lives. The CCC treated 403 patients through 4,601 visits, including telehealth visits in FY22.

Beyond Therapy®

Beyond Therapy is Shepherd Center's rigorous, activity-based program designed to help people with a variety of neurological disorders improve lifelong health, minimize secondary complications, and get the most from any new neural links to their muscles. In FY22, 386 patients benefitted from 8,178 visits to Beyond Therapy.

Multi-Specialty Clinic

Our Multi-Specialty Clinic provides a comprehensive care program for treating secondary conditions that affect people who have experienced spinal cord and/or brain injuries and illnesses. Our comprehensive team includes board-certified physical medicine and rehabilitation physicians, advanced practice providers, nurses, medical assistants, and case managers to coordinate care throughout the life span. In FY22, the Multi-Specialty Clinic served 2,016 patients in 5,151 visits, including via telehealth.



Dean Stroud Spine and Pain Institute at Shepherd Center

The Spine and Pain Institute at Shepherd Center helps people with pain resulting from neurologic degenerative diseases or injuries. Our focus is on restoring function, improving quality of life, and reducing dependence on medications, while also focusing on psychological well-being and independence. Our team of experts includes board-certified physicians, advanced practice providers, nurses, medical assistants, physical therapists, pain psychologists, and case managers. In FY22, 1,404 patients received care in 10,053 visits, including via telehealth.

Upper Extremity Rehabilitation Clinic

The Upper Extremity Rehabilitation Clinic at Shepherd Center, which served 82 patients in 122 visits in FY22, offers therapy and treatment to improve arm, wrist, and hand function for people with spinal cord and brain injuries who have limited function in their upper extremities.

Outpatient Urology Clinic

Shepherd Center offers diagnostics, surgical, and bladder management services to men and women with and without disabilities. Our goal is to improve the quality of life for people experiencing incontinence and other urological conditions. In FY22, the Urology Clinic served 508 patients in 1,449 visits, including via telehealth.

Imaging Services

Unlike many rehabilitation hospitals, Shepherd Center has onsite imaging and radiology services for outpatients, inpatients, and community members. Shepherd Center offers X-ray, CT, ultrasound, and 3.0

Tesla MRI, adding precision and convenience to patient care. The department performed 13,598 imaging services in FY22.

Andrew C. Carlos Multiple Sclerosis Institute

As the most comprehensive program for people with multiple sclerosis (MS) in the Southeast, the MS Institute at Shepherd Center has treated thousands of people with MS, including 2,929 through 14,614 visits in FY22, using a wide range of neurological and rehabilitative services. This collaborative program offers medical treatment through medications, rehabilitative treatment to improve wellness and fitness, participation in research opportunities, and access to neuropsychological services.



Meet Catherine



Catherine went to the emergency room and found out she had sustained a concussion. She was immediately admitted to the ICU.

“I began to learn a lot about what can happen under the umbrella of concussions — migraines, disequilibrium, and a variety of ocular-vestibular symptoms,” she explains. “I had a real eye-opener about how much more injured I could have been by not wearing a helmet that day.”

CATHERINE MCLEAN has a demanding job at the Centers for Disease Control and Prevention (CDC). A medical epidemiologist and internal medicine physician, she wears many hats.

So, she admits it’s “a little embarrassing” to recount the day she decided to try a scooter for the first time.

“I’d never ridden one before, and it started going so fast,” she recalls. “A little bit of a decline down my front driveway, and I ended up in the road in front of my house, having landed basically on my face.”

Catherine didn’t lose consciousness — she picked herself up and went inside to get cleaned up. It wasn’t until almost a week later that she decided to seek treatment.

“I began not to think as clearly. Something wasn’t right, and I knew it,” she says.

After Catherine was discharged from the hospital, a friend recommended Shepherd Center’s Complex Concussion Clinic (CCC). The clinic works with clients experiencing symptoms from a concussion that don’t resolve within a few weeks after their injury.

In her initial assessment at the CCC, Catherine scored poorly on balance, memory, and organizational capacity. Her care team designed a program to aid Catherine in her recovery.

“I am so grateful each day to have a level of function, as well as self-awareness and mental health, well above where I was before the concussion. I am even more committed to my work at the CDC and federal public service. I don’t want to waste a minute of what I almost lost,” Catherine says.



Eula C. and Andrew C. Carlos Multiple Sclerosis Rehabilitation and Wellness Program

The MS Rehabilitation and Wellness Program uses rehabilitative treatment to improve wellness for patients diagnosed with MS and related conditions. Our team of medical professionals helps people restore lost function through physical therapy, learn to adapt to their physical level and stay fit and healthy. Our highly trained staff uses specialized equipment to offer multiple program tracks customized to meet each patient's needs. In FY22, 460 patients received care in 6,173 visits, including via telehealth.

Adaptive Driving Services

We help clients evaluate, understand, and use available transportation options after experiencing a loss in mobility and/or cognition. Staff members address safety and accessibility issues and the unique transportation concerns of people using power wheelchairs. In FY22, 600 patients visited Adaptive Driving Services in 810 visits.

Seating Clinic

The Seating Clinic offers Shepherd Center patients and community members with disabilities various seating and mobility services. Therapists help patients make personalized decisions about seating and mobility devices to address their needs, keep them safe and healthy, and meet their lifestyle goals. The Seating Clinic served 1,777 patients in 3,051 visits in FY22.



Assistive Technology Center

At our Assistive Technology Center, patients can be set up with assistive devices and technology to make it easier to complete daily tasks and improve the quality of their lives. Shepherd Center offers consultations by assistive device specialists to recommend tools or technology to support greater independence for people with disabilities or injuries. In FY22, 332 outpatients benefitted from the Assistive Technology Center in 1,624 visits.

Transition Support Services

Post-discharge, high-risk patients stay healthy at home and lower their risk of rehospitalization through the support of our professional team of nurses, case managers, life skills coaches, and vocational counselors.

Neuropsychology Outpatient Therapy Clinic

In Shepherd Center's Neuropsychology Outpatient Therapy Clinic, neuropsychologists perform comprehensive neuropsychological evaluations for individuals with concerns about their thinking abilities. Patient questions often relate to specific conditions that can be associated with changes in cognition, such as Alzheimer's disease, brain tumors, Parkinson's disease, multiple sclerosis, epilepsy, stroke, traumatic brain injury, and others.



Meet Bill

FOR TWO YEARS, Bill Henis lived with severe pain in his legs and what he calls “brain fog.” Doctors suspected multiple sclerosis but never gave him a definitive diagnosis. His symptoms worsened. He was newly married, and he and his husband had just moved to a new house. Positive things were happening in his life, but his health was causing him to be depressed.

Then, he met with Ben Thrower, M.D., medical director of the Andrew C. Carlos Multiple Sclerosis Institute at Shepherd Center, who confirmed Bill’s symptoms were because of MS.

That confirmation set him on a path of improvement and acceptance. Experimentation with different medications took some time, but his symptoms eventually got under control. But he believes working with therapists and participating in the Eula C. and Andrew C. Carlos Multiple Sclerosis Wellness Program made the difference.

Several years ago, he and his husband, Kevin, attended a two-week intensive day program at Shepherd Center, where they learned what Bill calls “life hacks.”

Until that point, Bill had been using a cane to get around. While it facilitated walking, it took a toll on his posture, causing him to hunch over. A therapist solved the problem by replacing the cane with two walking sticks that enabled him to stand tall while still providing balance and stability.

“It was transformational,” Bill says. “My posture and balance improved, and I could walk longer distances.”

Bill continues therapy, working on building muscle and pain management strategies. He’s also improved his mental health.

After enduring two years of uncertainty, Bill says finding the MS Institute and working with the therapists there has been a true gift.

“I am amazed at how generous and committed every staff member is,” Bill says. “They are dedicated to making things easier for people with MS, and the care they show goes beyond just doing their jobs. I am so grateful for Shepherd Center.”





Adapting to our Patients' Needs

We developed our community-based outpatient programs based on our community's and patients' needs and feedback. And when we need to make adjustments, we thrive on listening to our patients and staff to improve outcomes in our outpatient services and provide each patient and family with a world-class experience. Every time. In FY22, we did this by:

- ▶ **Expanding and Moving MS Wellness:** Many of our patients with MS have appointments at both the MS Institute and the MS Wellness Program. Previously, the two programs had been located on different campuses, which often caused stress and mobility challenges for our patients. In early FY22, we expanded and moved the MS Wellness Program back to our main campus so that care could be more convenient, seamless, and accessible to more patients.
- ▶ **Caring for the Mind and Body:** Pain affects every part of a person's life, including their psychological health. With our patients' mental health in mind, throughout FY22, the Shepherd Spine and Pain Institute team developed a four-part pain psychology group series to help patients navigate the effects of pain on their mental health.
- ▶ **Providing Expertise in Secondary Complications:** Patients who have experienced spinal cord injuries or brain injuries are often more susceptible to developing pressure wounds, and specialized wound care can be challenging to find. In March 2022, we welcomed Thomas Hagopian, M.D. A reconstructive surgeon, Dr. Hagopian provides surgical wound consults in our inpatient programs and hosts two half-day clinics monthly through our outpatient programs to see patients with wounds requiring surgery. ♦





SHARE Military Initiative at Shepherd Center

Shepherd Center extends its reach to people with brain injuries through the SHARE Military Initiative. For 90 military veterans, service members, and first responders in FY22 who were ready to accept help and healing for their daily struggle with traumatic brain injuries and mental health concerns, SHARE provided comprehensive rehabilitation with flexible programming options, collaborative care, transition support, community reintegration, and donor-funded housing options.

Thanks to the support of generous donors and Shepherd's Men, a group of service members and volunteers, care through SHARE is available at no cost to clients so that they can embark on a truly individualized and impactful path to renewed relationships, purpose, and life. ♦



Learn more about SHARE's research, funded by the Wounded Warrior Project:



Meet Rebecca

REBECCA SCHLEGELMILCH enlisted in the Army when she was 17 years old, working in logistics for more than 21 years. She did five tours of duty — two in Iraq and three in Afghanistan.

When Rebecca retired, she quickly discovered she did not feel equipped for civilian life. She says her mental health had been deteriorating rapidly for some time. In addition, Rebecca had sustained a traumatic brain injury (TBI) from multiple blast exposures during her years of service, leading to lingering symptoms.

“Once I retired, I found it even harder to deal with and control my symptoms,” Rebecca remembers. “Fear and anxiety fueled by aggravation and anger drove me to withdraw and disengage. I had lost my identity and purpose, making life dark and painful.”

Unfamiliar with the healthcare and insurance systems outside of the Army, finding help for her physical and emotional symptoms quickly became another source of frustration.

Rebecca learned about Shepherd Center’s SHARE Military Initiative, a comprehensive rehabilitation program for veterans, service members, and first responders from another veterans group. She was accepted into SHARE, and for 12 weeks, she spent one week a month at Shepherd Center and attended telehealth

sessions every day during the other three weeks. She worked with a team of therapists to deal with her TBI, post-traumatic stress disorder (PTSD), anxiety, and depression. She also learned to play the guitar.

“One of the best parts of SHARE is that the team is heavily invested in your success,” Rebecca says. “It bolstered my self-confidence to know that they believed in me and were all working together to improve my health and wellness.”

Rebecca graduated from SHARE with a new outlook. “SHARE changed my outlook by giving me hope and belief in the future,” Rebecca says. “It was an amazing experience. I would highly recommend this program. If you can just get there, it can change your life. The hardest part is taking that first step.”





Research and Innovation

Our founders' vision was not only to provide extraordinary care to patients at their time of need but also to shape and improve care for generations to come. Our researchers innovate across the broad spectrum of research to develop, refine, and evaluate new treatments, medications, surgical techniques, diagnostic tools, and therapeutic interventions. In collaboration with academic and industry partners, we work to engineer new products and tools and advise industry partners on ways to make the world more accessible for people with disabilities. As evidence of our vibrant research community, in FY22, more than 2,100 people participated in research through clinical trials and usability/user experience studies at Shepherd Center. At Shepherd Center, our researchers have been awarded grants from top federal funding agencies with the goal of advancing the science of clinical care, and quality of life for people with disability. We also have strong industry and clinical partners. Our research falls into five areas:

- ▶ **Spinal Cord Injury Research:** To advance knowledge on how to best care for people with spinal cord injuries, investigators in the Hulse Spinal Cord Injury Lab at Shepherd Center conduct translational and clinical research focused on neurorehabilitation and neuromodulation approaches. These studies employ clinically accessible forms of brain stimulation, spinal stimulation, and nerve stimulation to optimize outcomes of rehabilitation interventions. In FY22, Shepherd Center researchers led studies funded by NIH and NIDILRR, as well as a foundation-funded study focusing on restoring function and improving the lives of people with spinal cord injuries.



► **Brain Injury Research:** In FY22, Shepherd Center led five studies — both clinical and translational — involving over 300 patients and families related to helping people with brain injuries maximize recovery and return to their homes and communities. Through their work, Shepherd Center researchers aim to discover what assessment scales, interventions, medications, and resources lead to the best outcomes for people with brain injuries.

► **Multiple Sclerosis Research:** MS research at Shepherd Center includes both clinical trials and rehabilitation and wellness intervention trials. Our researchers lead clinical trials testing investigational medications, new cell therapies, and new devices to help people with MS participate more fully in their lives. Our team also conducts studies to better understand the effects of physical and cognitive rehabilitation and exercise interventions, focusing on people with MS with mobility challenges or barriers to accessing rehabilitation interventions. We share our findings with healthcare providers outside of Shepherd Center so that people with MS all over the world can have access to the best care. In FY22, our researchers conducted four studies related to MS with more than 300 participants.

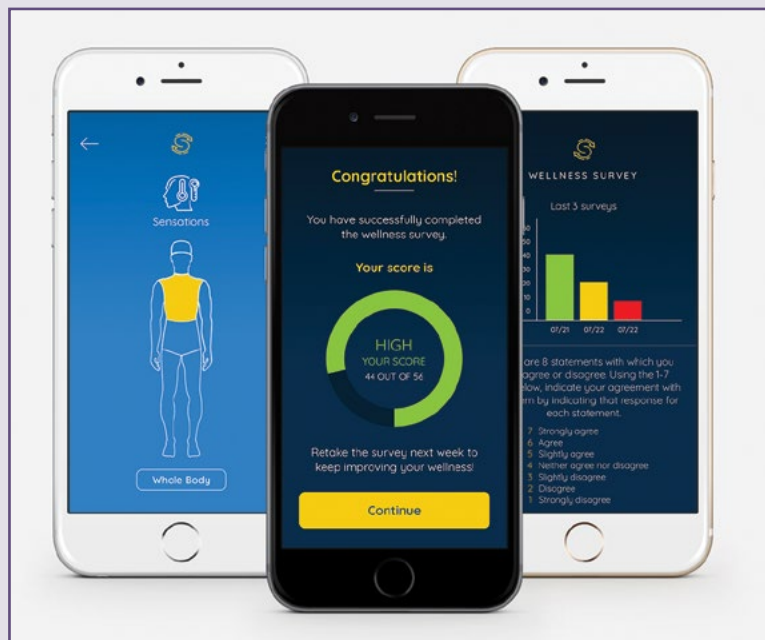
SHEPHERD CENTER ONE OF TWO SITES IN CLINICAL STUDY TO IMPROVE ARM AND HAND FUNCTION

Shepherd Center was one of two sites leading the Up-LIFT study, the first large-scale clinical study of non-invasive spinal cord stimulation technology. In 2022, the study sponsor, ONWARD Inc., announced that the clinical trial involving 14 leading SCI centers across the United States, Europe, and Canada had achieved its primary effectiveness endpoint of statistically significant and clinically meaningful improvement in upper extremity strength and function. Restoration of arm and hand function is the most sought-after goal of people with tetraplegia, and Shepherd researchers feel privileged to have contributed to making progress toward this goal.



APP FACTORY AIMS TO MAKE TECHNOLOGY MORE ACCESSIBLE

Shepherd Center produces assistive technology through its collaboration with Duke University and Northeastern University called the LiveWell Rehabilitation Engineering Research Center (RERC). The LiveWell RERC promotes access to existing and emerging technologies for all people, regardless of ability, through various research and development projects. A key project is the App Factory, a technology development initiative started in 2011 and pioneered under the Wireless RERC grant by Mike Jones, Ph.D., FACRM, who retired as vice president of research and technology at Shepherd



Center in 2021. It brings together rehabilitation experts and app developers with people living with disabilities at the center of all efforts. To date, the App Factory has funded or directly produced 54 mobile apps which have generated nearly 1 million downloads.

One example is SwapMyMood, a free app that assists people with brain injury in using evidence-based tools to support problem-solving and emotion regulation. Clinicians can use it to guide patients through recognizing when they have a problem, what caused

it, and how to resolve the issue and cope with their emotions in a thoughtful, constructive way.

SwapMyMood was born out of Shepherd Center's SHARE Military Initiative, a comprehensive rehabilitation program for military veterans, service members, and first responders who are ready to accept help and healing for their daily struggle with traumatic brain injuries and mental health concerns.

"We traditionally teach these problem-solving and emotion regulation techniques from a paper manual, but it occurred to me that it might be more effective if we could provide an electronic version that our SHARE clients could use no matter where they are," says Tracey Wallace, MS, CCC-SLP, the SHARE Military Initiative's projects and education coordinator. Wallace teamed up with John Morris, Ph.D., FACRM, a senior clinical research scientist at Shepherd Center, in 2016 to create the app. They received positive feedback from SHARE clients. Like all technology, the app is continually evolving, and developers released the latest version in 2022. In addition to funding and developing apps that have grown from Shepherd's clinical practice, the LiveWell RERC has also funded apps from rehab tech companies, clinical programs, and university-based programs.





- ▶ **Accessibility User Experience and Usability Research:** Shepherd Center’s accessibility user research team brings together technology, research, and disability. Through the Accessibility User Research Collective (AURC), researchers in assistive technology and accessibility at Shepherd Center help make technology, health, and consumer goods more accessible and usable for people with all types of disabilities. Companies like Microsoft, LinkedIn, Samsung, Intel, Roku, McDonalds, and Nike engage the AURC to understand the needs of Shepherd Center’s patient population and the broader community of people with all types of disabilities. Shepherd Center’s expertise in rehabilitation engineering and research helps connect the disability community with product teams at Fortune 1000 companies to understand user experiences, inform product development, and create a more inclusive world. In FY22, 968 people across the United States participated in usability and user experience studies designed and managed by Shepherd Center researchers and collaborators.
- ▶ **Industry-Sponsored Trials:** Shepherd Center participates in United States Food & Drug Administration (FDA) regulated clinical trials sponsored by pharmaceutical companies, medical institutions, and federal agencies. These trials test the effectiveness and safety of new drugs and medical devices while expanding scientific and medical knowledge to provide enhanced treatment options for the future for people with spinal cord injuries, brain injuries, MS, and other neurological conditions. In FY22, Shepherd Center had 20 active clinical trials with 400 participants. ♦





Quality and Outcomes Management

Guided by what is best for our patients and their families, we aim to be the leader in defining, measuring, and delivering the highest quality care. That means we continually improve processes and the clinical care experience to provide the safest care possible. We also aim to be transparent in reporting our outcomes. We believe our patients, their families, our staff, and those who support us deserve the information they need to decide where they receive their care, work, and donate their time and talent.



Harms

When patients must spend time in the hospital, they do not expect to be harmed. But like at any hospital, there are patients at Shepherd Center who experience infections, falls, or other harms during their rehabilitation journey. Shepherd Center's robust Quality and Outcomes Management program measures, evaluates, and reduces these harms through three of our clinical workgroups: Infection Prevention Workgroup, Fall Prevention and Restraints Workgroup, and the Wound Prevention Workgroup. Our measurement of harms includes:

- ▶ **Hospital-Acquired Infections:** There are three primary types of infections that impact patients during a hospital stay: clostridioides difficile infections (CDI), central line-associated bloodstream infections (CLABSI), and catheter-associated urinary tract infections (CAUTI). Shepherd Center consistently performs as well as or better than the nation in these infection rates. In FY22, there were only four CDI, one CLABSI, and 26 CAUTI, an overall decrease of 24% from FY21.
- ▶ **Falls with Injury:** Falls can occur among the Shepherd Center patient population due to the nature of their injury or illness. Still, while they are under our care, we want to prevent falls, especially falls resulting in injury. In FY22, we had 21 falls with injury, an increase from 15 in FY21.
- ▶ **Pressure Injuries:** Many Shepherd Center patients are at risk for developing pressure injuries due to motor and sensory impairments, immobility, and changes in the skin. Our Wound Prevention Workgroup aims to work safe skincare practices into our culture to prevent and reduce the recurrence of pressure injuries. In FY22, we reduced pressure injuries by 35.6% from 160 in FY21 to 103 in FY22.

In FY22, there were 155 total harms, a decrease of 28.2% from FY21.

Rehospitalization

Rehospitalization rate is another outcome that indicates the quality of care at a hospital. Through family training, transition support, and life skills programming, we work to keep our patients from returning to the hospital once they leave Shepherd Center. Our quality and outcomes team captures patient rehospitalizations within 30 days of discharge through patient phone survey response data. This self-reporting method for collecting the data allows us to capture all patients who discharge to a community setting, not just the typical readmission metric, which pertains exclusively to the Medicare and Medicaid population. This allows us to identify the cause of each rehospitalization and better prepare our patients to return home without requiring additional inpatient care. In FY22, Shepherd Center's rehospitalization rate was 4.6%, consistent with FY21, and down from 5.1% in FY20. ♦

For more information on our outcomes, please visit shepherd.org/outcomes.



REDUCING HARMS AND IMPROVING OUTCOMES

Due to paralysis and central nervous system impairments, many Shepherd Center patients have altered sensations and a limited ability to report pain. If not addressed quickly, ill-fitting shoes can lead to the loss or restriction of blood flow in as little as 30 minutes, leading to deep tissue injuries. The Wound Prevention Group at Shepherd Center set out to mitigate this risk, aiming to have zero pressure injuries caused by wearing inappropriate footwear.

“While there was a process in place to evaluate patients’ shoes, clinicians reported a knowledge gap, lack of awareness, and variation in the identification of approved footwear by nursing and therapy staff,” said Kimberly Levenson, BSN, RN, CRRN, CWOCN, wound ostomy continence resource nurse at Shepherd Center. “This gap highlighted a need for a quick and easy method to identify unapproved shoes.”

The group developed the “Zip It in the Bud” project, a visual cue of brightly colored zip-tie was placed on the shoe once the primary physical therapist approved it. This simple, low-cost visual management improvement eased the identification of defects, increased staff awareness of the importance of proper footwear, and allowed for a system to immediately resolve the situation.



In recognition of the project and significantly reducing pressure ulcers from improper footwear in our patients, the Georgia Hospital Association Partnership for Health and Accountability (PHA) presented its prestigious Patient Safety and Quality Award to Shepherd Center.

In FY22, the GHA also presented Shepherd Center with a Circle of Excellence Award, an honor given to hospitals and health systems that have demonstrated a sustained commitment to quality and patient safety, as evidenced by not only winning a patient safety award in 2022 but by also earning three or more PHA Patient Safety Awards within the previous five years.

“Elimination of hospital-acquired injuries is a priority for hospitals statewide,” said Georgia Hospital Association President and CEO Earl Rogers. “We applaud Shepherd Center for making critical progress in patient safety and ensuring the best and safest care possible for its patients.”

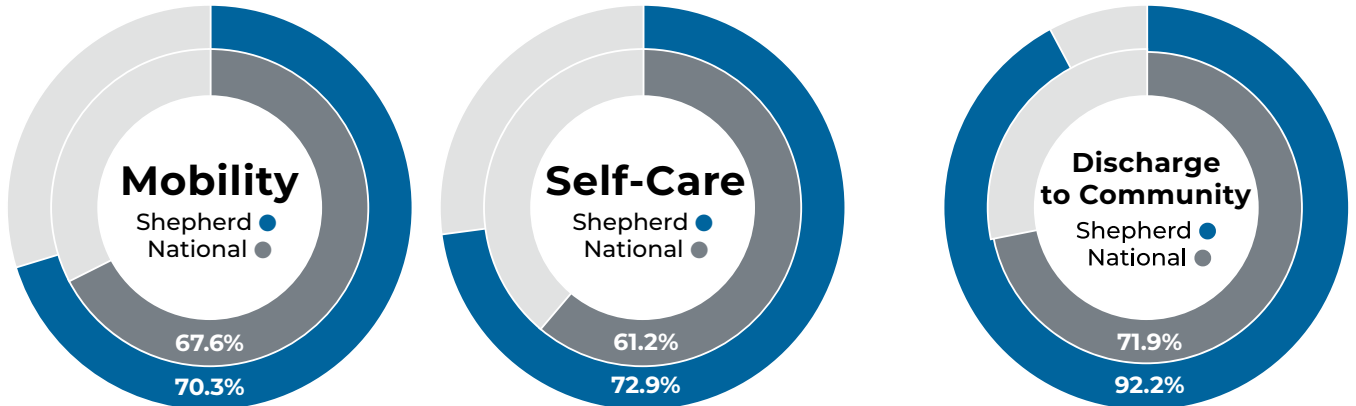
In addition to the Wound Prevention Workgroup, we also have workgroups, programs, and committees to address antimicrobial stewardship, documentation, environment of care, fall prevention and restraints, infection prevention, medication safety, opioid stewardship, rapid response and resuscitation, service excellence, and utilization management.



Fostering Recovery

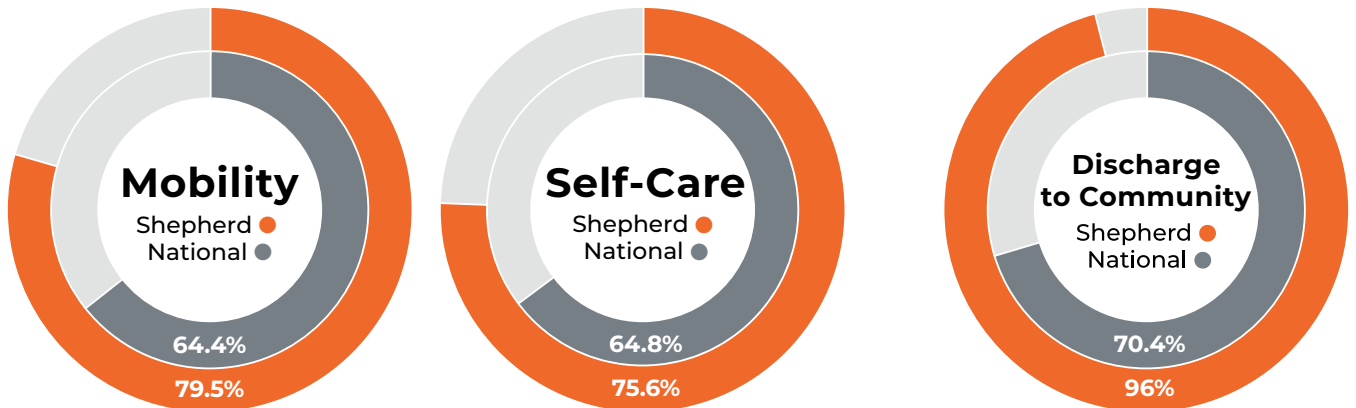
Data Source: Uniform Data System for Medical Rehabilitation (UDSMR)

SPINAL CORD INJURY (TRAUMATIC) PATIENTS



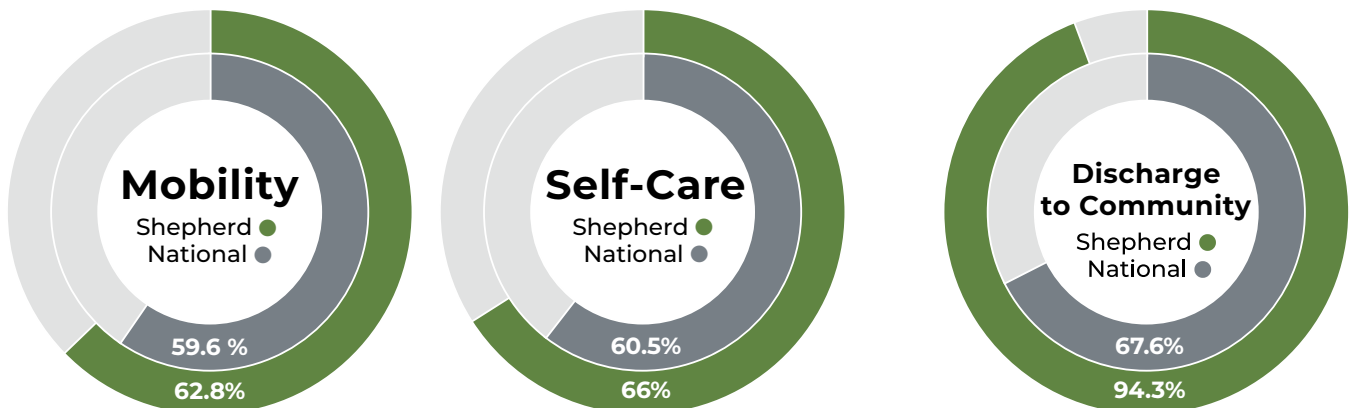
Percent of Spinal Cord Injury (Traumatic) Patients Meeting or Exceeding Risk-adjusted Expected Value at Discharge

BRAIN INJURY (TRAUMATIC) PATIENTS



Percent of Brain Injury (Traumatic) Patients Meeting or Exceeding Risk-adjusted Expected Value at Discharge

STROKE PATIENTS



Percent of Stroke Patients Meeting or Exceeding



Injury Prevention Program

Since its inception, Shepherd Center's Injury Prevention Program has spearheaded research, programming, and interventions to address injuries related to falls, distracted driving, diving, and other risky choices. Shepherd Center also partners with community and government organizations to develop interventions, programs, and policies that encourage safe behaviors and reduce the number of spinal cord and brain injuries.

SCOOT SAFE E-SCOOTER CAMPAIGN REVEALS INJURY PREVENTION OPPORTUNITIES

By Emma Harrington, director of injury prevention and education at Shepherd Center

Scoot Safe is a safety campaign designed to stem electric scooter (e-scooter) injuries and fatalities on our roadways. With funding from the Georgia Governor's Office of Highway Safety, Shepherd Center embarked on a targeted digital campaign raising awareness about the risks e-scooter riders face and preventive measures they can implement to stay safe.

Through a digital advertising and social media campaign, a virtual conference, direct mailings along the Atlanta Beltline, and a dedicated website, we hoped to increase helmet use and decrease speed and intoxicated riding. Using Atlanta as our intervention group and Statesboro, Georgia, as our control group, we worked to determine if digital media messaging can affect behavioral change related to e-scooters.

We observed 496 riders in Atlanta and 108 in Statesboro before the campaign started. Post-observation, ridership increased, and we saw 588 riders in Atlanta and 163 in Statesboro. Initial determinations are the very low rate of helmet use among e-scooter users, across all sites, genders, age groups, and riding locations (sidewalk, road, beltline, bike lanes). This rate did not improve in the intervention group during post-observation but may have improved in some locations or zones while decreasing in others.



Additionally, wrong-way riding is an issue for young riders, and riding with two people per scooter is common, despite scooter providers' prohibitions. Finally, it is apparent that riders are using protected bike lanes when available, suggesting that further investment in bike safety measures could help curb e-scooter-related injuries.

Visit scootsafega.com to learn more.





NeuroRehabilitation Learning Institute

Best practices for treating patients with complex neurological injuries or illnesses are continually evolving, and it can be difficult for clinicians throughout the world to stay up to date on these specialized topics. That's why Shepherd Center hosts the NeuroRehabilitation Learning Institute (NRLI), an online hub for high-quality, evidence-based education programs. The web-based learning management system (LMS) hosts interdisciplinary professional education programs providing continuing education credits to healthcare professionals. Providers who access the courses learn from our expert physicians, occupational therapists, physical therapists, speech therapists, recreational therapists, dietitians, nurses, and nurse practitioners.

In FY22, the NLRI had:

- More than 16,500 visitors
- Participating in 28,000 sessions
- From 74 nations, including all 50 states and two US territories
- This represents a greater than 50% increase in access

During FY22, our 6,900 active learners:

- Enrolled in more than 5,600 educational courses
- Achieved a completion rate of 44%

In FY22, we have offered:

- 70 educational events = 85.25 hours of content
- 13 new live courses
- 22 new online courses
- Awarded 2,744 hours of continuing education for medical licensure

In FY22, popular courses included:

- Assessment Tools for Early Stages Of Recovery After Severe Brain Injury
- Neuroplasticity - YOU Hold the Key!
- Addressing Sexuality and Intimacy in Brain Injury Rehabilitation
- Managing Patients with Acute Spinal Cord Injury



Culture



If our patients and their families are our true north, then our employees are the wind in our sails. Our culture is fueled by progress, inclusiveness, and human connection that unites people from all paths in life. While some of our staff have been here for decades and some are just starting their career paths, we continue to grow together in pursuit of the best care for our patients and their families.

We were founded by a family, and that foundation remains a cornerstone of Shepherd Center's culture today. The growth of an organization can cause shifts in culture, yet Shepherd Center remains committed to ensuring that hope, humor, hard work, and excellence are hardwired in every employee, patient, and family experience at Shepherd Center. In FY22, we did this by:

- **Providing an Inclusive Workplace:** Shepherd Center was named a “Best Place to Work for Disability Inclusion” by the American Association of People with Disabilities (AAPD) and Disability:IN. Shepherd Center earned this recognition with a score of 90 out of a possible 100 on the Disability Equality Index® (DEI), the world's most comprehensive benchmarking tool for measuring disability inclusion in the workplace. This means that Shepherd Center invests time and resources to build inclusive programs and policies across culture and leadership, enterprise-wide access, employment practices (e.g., benefits, recruitment, employment, education, retention and advancement, and accommodations), community engagement, and supplier diversity.



- ▶ **Strengthening our Efforts Around Diversity, Equity, Inclusion, and Accessibility (DEIA):** In FY22, our DEIA committee, comprised of staff from various departments throughout Shepherd Center, sharpened their focus on creating a Shepherd Center that represents the diversity of the communities we serve and fosters a more diverse, equitable, accessible, and inclusive culture for our patients and staff. While we recognize our efforts are far from complete, a few highlights include:
 - ▶ **Integrating LGBTQIA considerations into clinical care**
 - ▶ **Deploying personal care products for those with various needs**
 - ▶ **Launching a quarterly DEIA newsletter featuring the perspectives of Shepherd Center staff, as well as education on DEIA issues**
- ▶ **Topping the Rankings:** In FY22, Shepherd Center was once again recognized among the top 10 Best Hospitals for Rehabilitation by *U.S. News*. Shepherd Center has been in the top 10 since 2008, a testament to the consistent, high-quality care our team provides to ensure our patients and their families have the best outcomes possible.



- ▶ **Serving our Community:** ShepherdServes is the brainchild of Sarah Morrison, PT, MBA, MHA, Shepherd Center’s CEO. She wanted to create an opportunity for Shepherd Center employees to give back to the community that has supported the hospital for 47 years. In FY22, 57 employees participated in ShepherdServes by volunteering at Gateway Center, Meals on Wheels Atlanta, and MedShare.
- ▶ **Adjusting for the Market:** We understand that a happy workforce leads to more satisfied patients and families. Employees who are engaged, have meaningful work, and are fairly compensated are often more committed to providing extraordinary care. With that in mind, since 2020, we have made approximately \$4 million in market adjustments. Market analysis shows that our pay is above the market median, and our shift differentials and practices align with the market. In some cases, we are the market leader. Also, we avoided layoffs and reductions in staff or wages during FY22, which included some of the most challenging months of the pandemic. ♦



Shepherd Center Foundation

Dear Friends of Shepherd Center,

Thanks to you, Shepherd Center has had an incredible year. With the support of our boards, leadership, staff, grateful patients, and volunteers, I am honored to lead Shepherd Center Foundation, the fundraising arm of Shepherd Center that raises funds for programs and initiatives vital to providing world-class care and extraordinary outcomes.

In FY22, we continued to move toward our Pursuing Possible Campaign and have already raised a record-breaking \$320 million toward our goal. As I sit back and reflect on this year, I can only feel grateful for all of those who are supporting our mission to provide excellent care to patients with injury or illness. Shepherd Center continues to make a daily difference in thousands of lives, which would not be possible without the unwavering support we receive from people like you.

Throughout all the challenges and triumphs that this year has brought, our staff members have shown time and time again that they are the best at what they do by providing unmatched care in all areas of rehabilitation through hope for what is to come.

As we move forward with the growth of Shepherd Center to expand patient access and improve the patient and family experience, I am eager for what is to come for all of us. Thank you for being part of our family.

With Appreciation,

Sarah L. Batts, MBA
Senior Vice President, Advancement and
Executive Director, Shepherd Center Foundation





Shepherd Center Foundation Events



The Legendary Party

The 32nd annual gala was held on Saturday, November 6, 2021, at Flourish, the Buckhead venue of Legendary Events. The event raised a record-breaking \$14.6 million, and proceeds from the evening supported Shepherd Center's Delores Ann and Goodloe Yancey Family Housing Program, which provides 30 days of housing for family members who live over 60 miles from the hospital. Themed *Through the Looking Glass*, the event was chaired by Melinda Dabierre.

Derby Day

While Derby Day was not held during FY22 due to the COVID-19 pandemic, Shepherd Center's oldest fundraiser was poised for a comeback in FY23 to benefit our nationally-renowned recreation therapy that helps patients get back into the community by taking them on outings, teaching leisure skills, and developing other skills needed in everyday life. To learn more, visit derbyday.com.

Shepherd Center Cup

One of Shepherd's most beloved fundraisers is the Shepherd Center Cup, the Southeast's largest single-day amateur charitable golf tournament. In FY22, this event raised more than \$217,076 to benefit patient programs.

James H. Shepherd, Jr. Fund Run & Roll 5K

Hosted by Shepherd Center's Junior Committee, the James H. Shepherd, Jr. Fund Run & Roll 5K was founded in 2020 and supports Shepherd Center patients and our Recreation Therapy Program. In FY22, the race raised \$23,350.



In addition to our signature events, Shepherd Center is the beneficiary of many community events. These include the Annie Oakley Tournament, Shepherd's Men Clay Shoot and Auction, and three golf tournaments. These events are coordinated through our Cause and Community Relations Team.



Additional Initiatives

Volunteer Services

Each year, hundreds of individuals, families, and companies lend their support by volunteering their time to Shepherd Center. In FY22, on-site volunteers were limited due to the COVID-19 pandemic; however, as restrictions eased, our volunteers contributed 3,770 hours to Shepherd Center.

Shepherd Center Auxiliary

Auxiliary volunteers provide holiday gifts, birthday wishes, fun activities, and much-needed aid to patients and their families, supporting Shepherd's commitment to providing the best possible patient experience.

Angel Luncheon

Shepherd Center Foundation has a long tradition of honoring the extraordinary people who go above and beyond in supporting the hospital. In FY22, we honored Shepherd's Men's co-founder Travis Ellis, Herndon Murray, M.D., medical director of orthopedics at Shepherd Center, and Jenny Pruitt, founder, and CEO of Atlanta Fine Homes Sotheby's International Realty, 2017 chair of The Legendary Party and longtime supporter of Shepherd Center.



Travis Ellis



Herndon Murray, M.D.



Jenny Pruitt

Women Shaping Shepherd

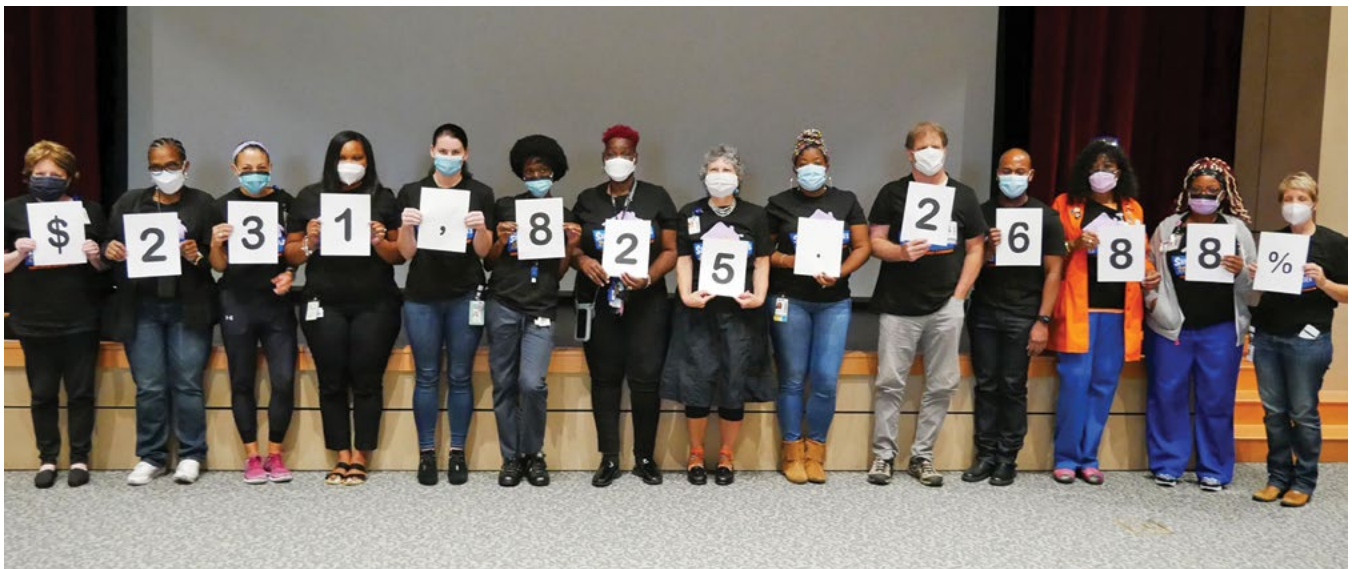
Women Shaping Shepherd is our women's philanthropy circle that has raised more than \$1 million for various Shepherd Center needs. In September 2021, Women Shaping Shepherd raised \$176,000 to benefit the NeuroRehabilitation Learning Institute. The funds will build and maintain a full recording studio, which will support alliance education and broaden Shepherd's reach through educational programming.





ShepherdCares

Each fall, Shepherd Center employees contribute to ShepherdCares, the annual employee giving campaign. In FY22, the charge was to raise \$175,000 to benefit the Irene and George Woodruff Family Residence Center at Shepherd and to have 85% staff participation. Our employees always rise to a good challenge, and this was no exception. They blew past our goals, achieving 88% participation and a staggering \$231,825 raised in five short weeks.



The ShepherdCares planning committee shares the results of the campaign.

Pecans on Peachtree®

Pecans on Peachtree started in the most unassuming of ways — out of the trunk of a car. But it has grown into a powerhouse, raising nearly \$190,000 in FY22 through the holiday sale of pecans, which can be purchased raw, salted, candied, or even covered in chocolate.

Peach Project

Launched out of the success of Pecans on Peachtree, FY22 marked the first year of the Peach Project, a summertime sale of delicious Georgia peaches delivered directly from the orchard at Pearson Farm in Fort Valley, Georgia. In its inaugural year, the Peach Project raised \$14,280. Sales directly benefit the patients and families at Shepherd Center. ♦

For more information on Shepherd Center Foundation or to give, visit foundation.shepherd.org





Shepherd Center



Pursuing Possible
The Campaign for Shepherd Center



▲ Rendering of the future bridge between Shepherd Center and the Marcus Center for Advanced Rehabilitation

PURSUING POSSIBLE: THE CAMPAIGN FOR SHEPHERD CENTER

In FY22, Shepherd Center continued to work toward the launch of the most ambitious campaign in our 47-year history. The campaign, set to continue through 2025, coinciding with the hospital's 50th anniversary, will fund capital and programmatic projects to benefit patients and families who need the highly specialized care Shepherd Center provides. Anchored by generous grants from The Marcus Foundation and the Arthur M. Blank Family Foundation, Pursuing Possible: The Campaign for Shepherd Center will focus on two main initiatives: increasing patient access and improving the patient and family experience.

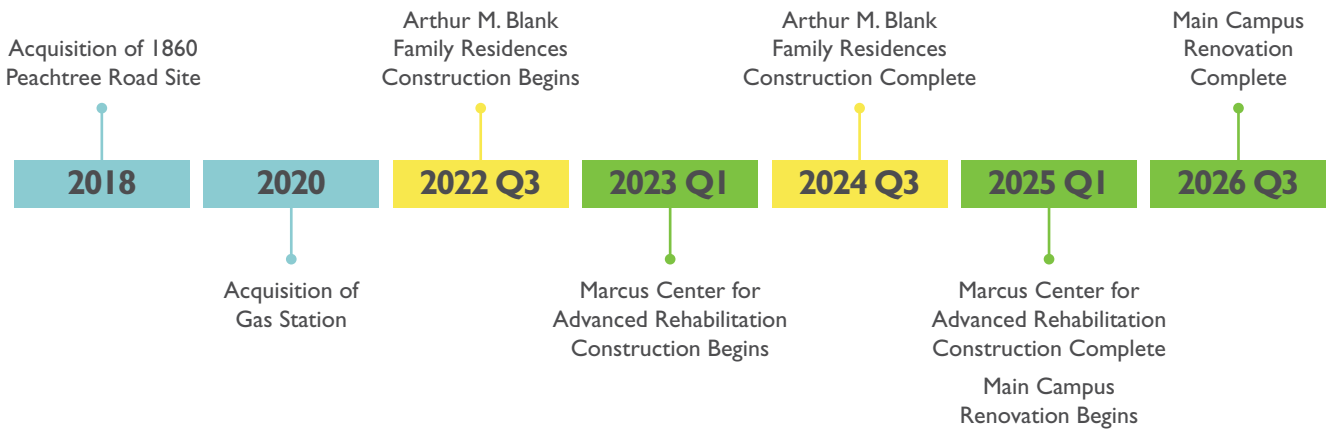
Making Room for More: Increasing Patient Access

To satisfy unmet patient demand, Shepherd Center will:

- Expand inpatient capacity and convert all patient rooms to private ones with smart home technology.
- Increase capacity for day programs and outpatient services.
- Centralize and expand the Andrew C. Carlos Multiple Sclerosis Institute.



Projected Construction Timeline



Pushing for the Best Outcomes

To remain the world’s premier rehabilitation destination and ensure that every patient and family experience delivers the best possible outcome, we will:

- Increase the family housing capacity to accommodate the entire length of stay by building the Arthur M. Blank Family Residences.
- Expand our innovation program by launching the new, dedicated Innovation Institute within the Marcus Center for Advanced Rehabilitation.
- Grow the current fellowship program into the Institute of Higher Learning to educate the next generation of experts.
- Develop an outpatient services navigator program.
- Sustain and expand donor-funded programs, many of which are not reimbursed by insurance, such as recreation therapy, SHARE Military Initiative, Patient Assistance Fund, adaptive sports, and animal-assisted therapy, among others. ♦



▲ Rendering of the future Arthur M. Blank Family Residences



▲ Rendering of the future Marcus Center for Advanced Rehabilitation

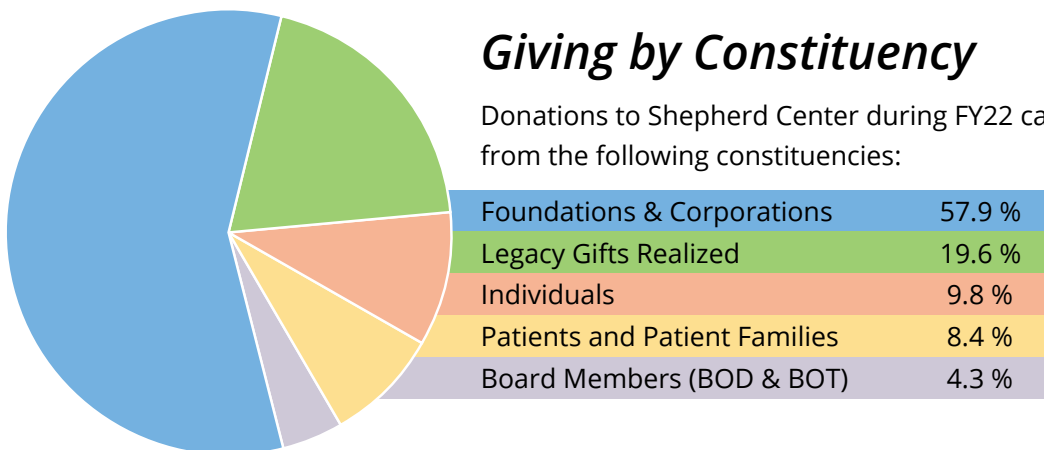
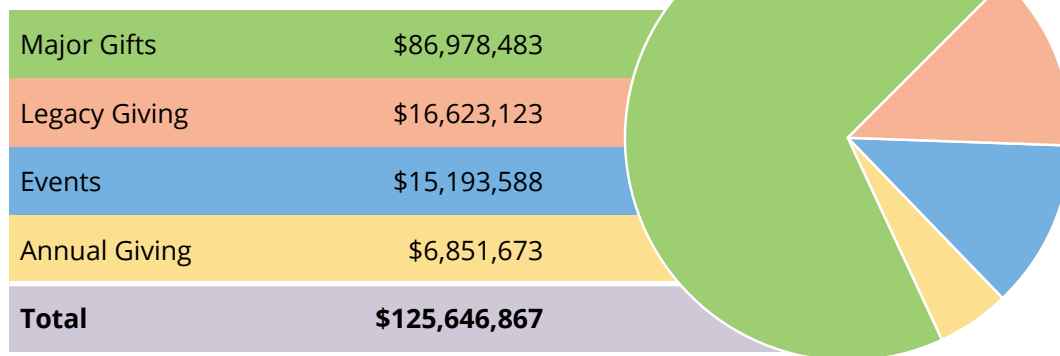
To learn more, visit ExpandingShepherd.org.



FY22 Financials

Shepherd Center is a not-for-profit hospital, relying on philanthropic support from individuals, families, corporations and foundations. Donations help fund patient care programs, patient equipment, family housing, special and capital projects, technology and educational programs. These projects and programs are the reason Shepherd Center is the top destination for neurorehabilitation. To learn how you can contribute in a variety of ways, visit the Shepherd Center Foundation online at foundation.shepherd.org.

Shepherd Center Foundation Fundraising Total for FY22





Hospital Financials

Financial Summary and Operating Statement For Fiscal Year Ended March 31, 2022

Statement of Revenues and Expenses

Patient services revenue	\$ 243,854,729
Other Revenue	\$ 63,861,696
Investment Income	\$ 2,551,458
Total Operating Revenue	\$ 310,267,883
Less: Operating Expenses	\$ 296,055,114
Provision for improvements, equipment and new services	\$ 14,212,769

Charitable Services Rendered (at cost)

Uncompensated care (patients without funding)	\$ 8,358,356
Undercompensated care (underfunded government programs)	\$ 15,869,272

Donated Property and Equipment

Donations of property and equipment	\$ 61,440
Donations used to purchase property and equipment	\$ 4,121,664
Total Donated property and equipment	\$ 4,183,104



Board Of Directors

through March 31, 2022

OFFICERS

Alana Shepherd (1975), Chairman
Shepherd Center Founding Member

James D. Thompson (2000), Chair Elect
Retired President
ING Life of Georgia

Clark H. Dean, (2010), Chair Elect
Executive Managing Director and Partner
Transwestern

Steve Holleman (2020), Treasurer
Chief Financial Officer
Shepherd Center

Sara S. Chapman (1993), Corporate Secretary
Teacher
The Westminster Schools

Juli Owens (2017), Recording Secretary
Realtor
Atlanta Fine Homes Sotheby's International Realty

EX-OFFICIO

Sarah Morrison, PT, MBA, MHA (2017)
President/CEO
Shepherd Center

Michael R. Yochelson, MD, MBA (2017)
Chief Medical Officer
Shepherd Center

MEMBERSHIP

Fred V. Alias (1984, rejoined 2008)
Chief Executive Officer
Sandcastle Resorts, Inc.

Shaler Alias (2020)
President and Co-Founder
REPAY

David F. Apple, Jr., MD (1975)
Medical Director Emeritus
Shepherd Center Founding Member

Cyndae Arrendale (2016)
Civic Volunteer

Bryant G. Coats (2017)
Chief Executive Officer and Director
Resource Housing Group, Inc.

Robert Cunningham (2020)
Retired Owner
Cunningham Associates

Charles L. Davidson III (2016)
Chairman/CEO
The Brookdale Group

John S. Dryman (1987)
President
The Dryman Team

General Larry R. Ellis, USA (Ret.) (2017)
Chief Executive Officer
ESSE, LLC

William C. Fowler (1993)
Private Investor



Susan Hawkins (2019)
Chairman
Board of Trustees

Justin Jones (2020)
Executive Vice President
Heritage Plastics
President and CEO
Pinehurst Manufacturing

Molly Lanier (2014)
Civic Volunteer

Donald P. Leslie, MD (1992)
Medical Director Emeritus
Shepherd Center

Douglas Lindauer (2010)
Vice President Sales and Marketing
Ted Turner Expeditions

Talbot Nunnally (1997)
Shareholder
Chamberlain, Hrdlicka, White, Williams & Aughtry

Sally D. Nunnally (1991)
Civic Volunteer

Vincenzo Piscopo (2020)
President and CEO
United Spinal Association

John Rooker (2014)
CEO
Rooker Company

James H. Shepherd, III (2014)
Chief Operating Officer
Shepherd Center

W. Clyde Shepherd III (2005)
Vice President
Shepherd Construction Co.

K. Boynton Smith (2017)
Senior Vice President
McGriff, Seibels & Williams

James E. Stephenson (2008)
Retired Chairman
Yancey Bros. Co.

Jarrad Turner (2020)
CEO/Co-Founder
9P Solutions

EMERITI MEMBERS

C. Duncan Beard (1979)
Beard-Shuford Financial Group

Bernie Marcus (1987)
Chairman
The Marcus Foundation, Inc.

SENIOR EXECUTIVE TEAM AT SHEPHERD CENTER

Brian Barnette
Chief Information Officer

Sarah Batts
Senior Vice President,
Development and Volunteer Services
Executive Director, Shepherd Foundation

Deborah Backus
Vice President, Research and Innovation
Director, Crawford Research Institute

Wilma Bunch
Vice President, Patient Experience

John R Hamilton, III
Chief Compliance/Safety Officer
General Counsel

Katherine Creek
Vice President, Human Resources

Joe Nowicki
Vice President, Facilities Services





Shepherd Center, located in Atlanta, Georgia, is a private, not-for-profit hospital specializing in medical treatment, research, and rehabilitation for people with spinal cord injury, brain injury, stroke, spine and chronic pain, multiple sclerosis, and other neurological conditions. Founded in 1975, Shepherd Center is ranked by *U.S. News* as the top rehabilitation hospital in the Southeast and among the top 10 rehabilitation hospitals in the nation. In its more than four decades, Shepherd Center has grown from a six-bed rehabilitation unit to a world-renowned, 152-bed hospital that treats more than 800 inpatients, nearly 280 day program patients and more than 7,600 outpatients each year in more than 56,000 visits.



Shepherd Center

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