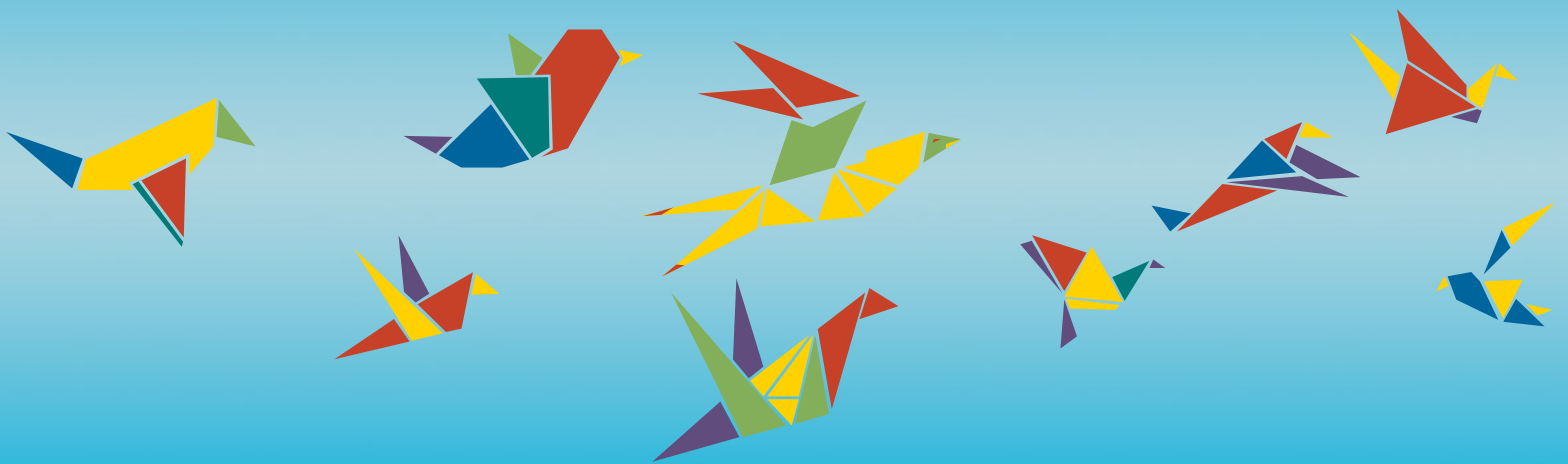




Shepherd Center

Taking Flight



Annual Report – Fiscal Year 2023

April 1, 2022 – March 31, 2023





Taking Flight

Annual Report—Fiscal Year 2023

April 1, 2022 – March 31, 2023

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ABOUT THE COVER: The front cover of this report is inspired by a mural, created by patients and staff, adorning the walls of the track above Shepherd Center’s Livingston Gym. This mural was made possible thanks to a generous donor and Shepherd Center art specialist Alexandra Cospier and artist, former patient, and former employee Minna Hong.

“The main design is a series of origami birds taking form and taking flight along the wall,” Cospier said. “This design captures the idea of rebuilding one’s life and giving form to something new – as seen in the folding of origami – and also in our patients’ unique journeys at Shepherd Center. It also conveys the message we want to capture of the hope that lives at Shepherd.”

PHOTO CREDITS: Courtesy of Stephanie Eley, Billy Howard, Brothers Young Productions, patients and families, Louie Favorite, Ben Rose, Shepherd Center staff, Phil Skinner, William Twitty, Joann Vitelli



ZEROG^{V2}

VECTOR

Bioness

Shepherd Center
LOVE YOUR

UNITY

Dear Friends,

In the past year, we have connected with our roots – and our wings. We have continued to nurture our culture and the commitment to excellence that Shepherd Center has been known for for nearly 50 years. We've also turned our eyes to the future and pursued what we know is possible as we endeavor to provide extraordinary care for generations to come. I am excited to share with you our annual report for fiscal year 2023 (April 1, 2022 – March 31, 2023): **Taking Flight**.



In this report, you'll learn more about how our amazing patients, with the expert guidance of our inpatient rehabilitation programs, community-based outpatient services, and research studies and trials, have learned to begin again after injury and illness. With commitment and resolve, they have taken flight – back to their families, communities, and careers.

And you'll learn how our staff has soared, too – by exceeding national standards for rehabilitation outcomes, creating new and innovative ways to care for our patients, sharing their expertise with clinicians worldwide, and supporting each other with their trademark humor, hope, and hard work.

You'll also learn how, in FY23, we reached new heights through **Pursuing Possible: The Campaign for Shepherd Center**. As our two new buildings – the Arthur M. Blank Family Residences and the Marcus Center for Advanced Rehabilitation sprung from the ground, floor by floor, our goals of increasing patient access, investing in innovation, educating the next generation of neurorehabilitation experts, and improving the patient and family experience, came even closer into view, thanks to the support of our donors, volunteers, staff, and community of supporters.

Finally, you'll get a birds-eye view of our culture. It's one of high achievement and even higher hopes. We've been recognized as both Spinal Cord Injury and Traumatic Brain Injury Model Systems and ranked by *U.S. News* as one of the nation's top hospitals for rehabilitation. We've also been honored as an inclusive workplace and a great place to work. But for us, our true achievement lies in treating thousands of patients annually with unwavering compassion.

We appreciate you taking the time to read this report and supporting us as we take flight.

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



Shepherd Snapshot



APRIL 1, 2022 – MARCH 31, 2023

For people experiencing the most complex conditions, including spinal cord and brain injuries, multi-trauma, traumatic amputations, stroke, multiple sclerosis, and pain, Shepherd Center provides world-class clinical care, research, and family support. An elite center recognized as both Spinal Cord Injury and Traumatic Brain Injury Model Systems, Shepherd Center is ranked by *U.S. News* as one of the nation's top hospitals for rehabilitation. Shepherd Center treats thousands of patients annually with unmatched expertise and unwavering compassion to help them begin again.

Patients Served in FY23

Category	Discharges
Spinal Cord Injury (SCI)	242
Acquired Brain Injury (ABI)	276
Stroke	160
Dual Diagnosis (SCI and ABI)	81
Neurological	37
Skin, Wound	12
Other	65

Total Inpatients Discharged from Shepherd Center	873
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Unique Outpatients Served at Shepherd Center	8,000+
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Inpatient Discharges By Location

Location	Discharges
Georgia	438
Tennessee	80
Alabama	70
South Carolina	52
Florida	50
North Carolina	46
Virginia	40
Mississippi	23
Kentucky	10
West Virginia	9
Indiana	8
New York	5
Ohio	5
Arkansas	4
Oklahoma	4
Louisiana	3
Pennsylvania	3
Alaska	2
Maine	2
Maryland	2
Missouri	2
Oregon	2
Texas	2
California	1
Colorado	1
District of Columbia	1
Hawaii	1
Kansas	1
Massachusetts	1
Minnesota	1
New Hampshire	1
Armed Forces Pacific	1
Ontario	1
Puerto Rico	1



Spinal Cord Injury Rehabilitation Program

Helping Patients and Families Begin Again

Hundreds of patients and families travel to Shepherd Center every year to receive world-class care, research, and family support. Their Shepherd Center experience often begins in our on-site 10-bed intensive care unit (ICU). Patients then progress 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, transition support, and vocational support, are available at Shepherd Center for a lifetime of care.

Providing the Highest Level of Expertise

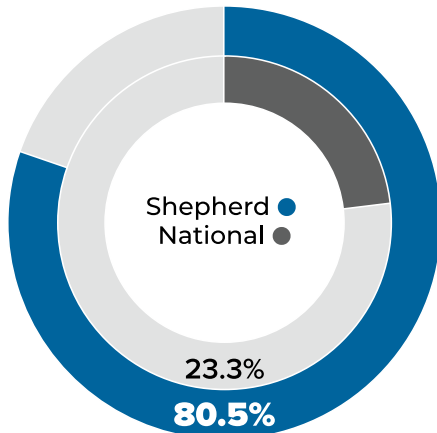
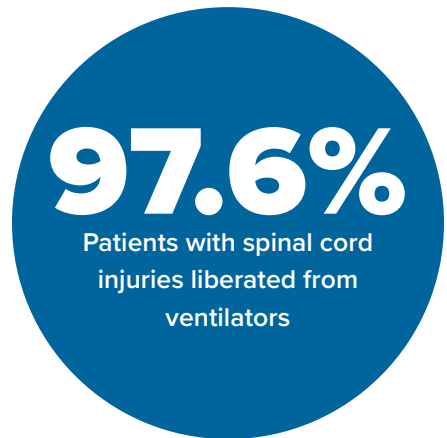
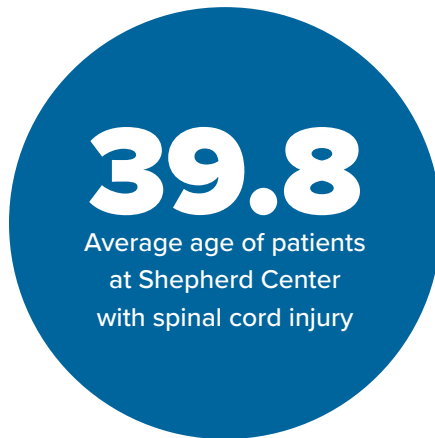
In FY23, Shepherd Center continued its focus on the most complex injuries, with more than 80.5% of patients with spinal cord injuries receiving rehabilitation at Shepherd Center having traumatic injuries, compared to 23.3% nationwide. In FY23, our respiratory and pulmonology services team weaned 97.6% of patients with spinal cord injuries from their ventilators.

In our Spinal Cord Injury Rehabilitation Program, we light the path to healing to help patients and families set and reach their goals. With their courage and resolve and the unmatched expertise and unwavering compassion of our staff, Shepherd Center patients with traumatic spinal cord injuries were able to return to their communities at a rate nearly 20% higher than the national average.

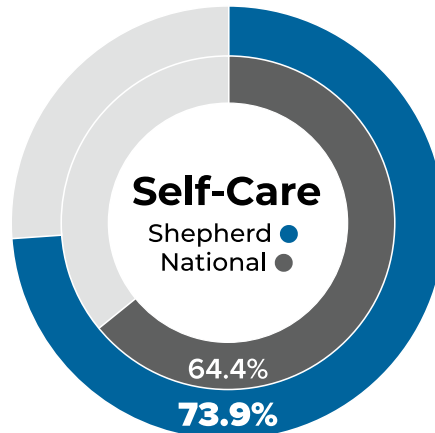


Extraordinary Care for Extraordinary Outcomes: Spinal Cord Injury

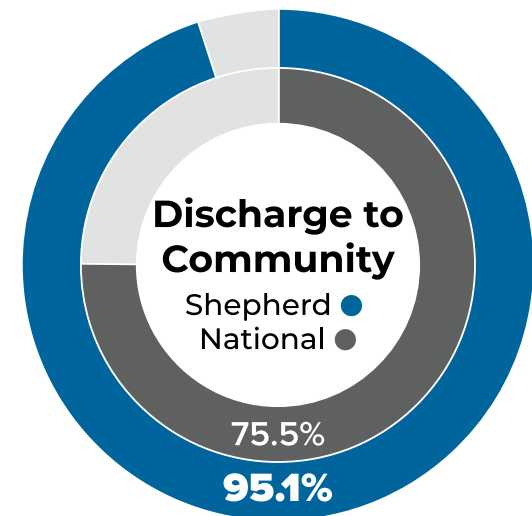
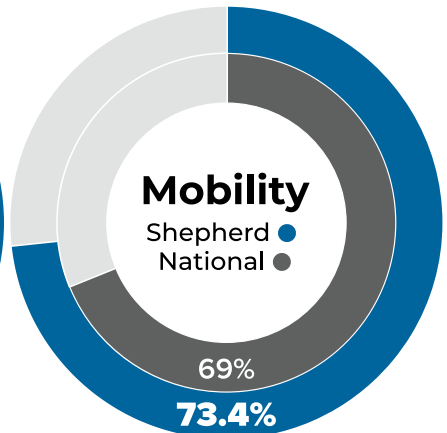
FY23 (April 1, 2022 – March 31, 2023)



Percentage of patients at Shepherd Center whose spinal cord injuries were traumatic



Percentage of patients with traumatic spinal cord injuries meeting or exceeding risk-adjusted expected value at discharge



95.1%

of patients with traumatic spinal cord injuries were able to return to the community after rehabilitation at Shepherd Center, compared to 75.5% nationwide

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

Helping Patients Take Flight

At Shepherd Center, we have had the advantage of seeing what beginning again looks like for thousands of patients and their families. Simply put, we know what's possible. With that in mind, in FY23, we championed programs that help patients flourish in their new normal.

➤ **Hard Launching the Adulting Program:**

Many patients arrive at Shepherd Center as they're ready to launch into the next phase of their lives, whether that's college, the workforce, or the military. A catastrophic injury can interrupt some of the progress that comes with transitioning from adolescence to adulthood. So, Shepherd Center created the Adulting Program for those who are in that transition stage in their lives. The program typically has two monthly sessions – the first, a mixer where topics range from establishing or reestablishing a career, financial planning, relationships, and health literacy, among others. The second, an outing, includes follow-up education regarding the chosen topic and offers real-life experiences in the community. By the end of the program, participants have established peer-to-peer support and connection, increased awareness of resources, and have had experiences that allow them to apply their new knowledge. In FY23, 40 patients participated in the Adulting Program.



➤ **Helping Patients Return to Work:** One of the first questions many newly injured patients ask is, “Will I be able to return to work?” At Shepherd Center, the answer is that we will do everything we can to prepare you for a fulfilling life after rehabilitation, including helping you find or return to meaningful employment. In FY22, we codified our Return to Work Program to facilitate community reentry into a business/ work environment with an extended vision of supporting return-to-work opportunities, fostering connections, and teaching advocacy. The program includes classroom education and outings to employers such as the Genuine Parts Company headquarters. In a natural office environment, participants can test the accessibility of the environment, apply skills they’ve learned in rehabilitation, and offer feedback to employers on how they can achieve a more accessible workplace. In FY23, more than 30 patients participated in the Return to Work Program.

➤ **Honoring a Legacy:** In 1995, Travis Roy came to Shepherd Center after sustaining a spinal cord injury while playing in his first collegiate hockey game. After his rehabilitation at Shepherd Center, Travis returned to Boston and established the Travis Roy Foundation to provide research funding and assistive technology to benefit people with high-level spinal cord injuries (SCI). Travis passed away in 2020, and to honor his legacy, the Travis Roy Foundation established the Trav-Pack #24 Get Back in the Game initiative at Shepherd Center. The Trav-Packs continue Travis’ commitment by supporting Shepherd Center inpatients with tetraplegia with custom gifts of assistive technology as they get back into the game of life. ▲



“Shepherd gets you into doing things so fast from a therapeutic perspective, from a mental perspective, and ultimately trying to normalize whatever normal is going to be.”

Chris Port
Former patient, Spinal Cord Injury Rehabilitation Program

Scan the QR code or visit the [Shepherd Center website](#) to read more of Chris’ story:





Brain Injury Rehabilitation Program

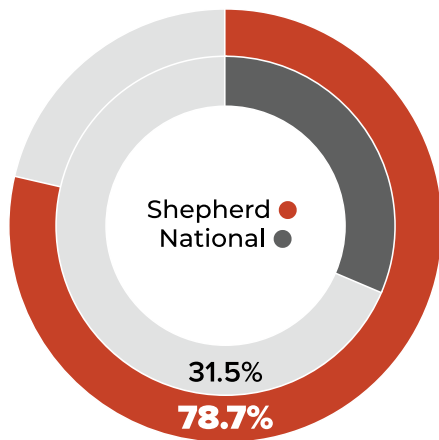
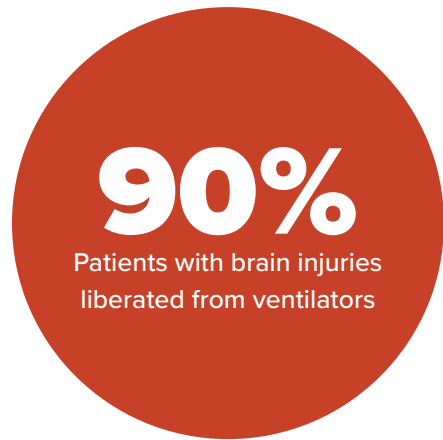
Helping Patients and Families Begin Again

In FY23, hundreds of patients and families navigating brain injuries, illnesses, and strokes sought care at Shepherd Center's Brain Injury Rehabilitation Program. Patients in low-level states of consciousness caused by a brain injury or stroke often begin their stay at Shepherd Center in our unique Disorders of Consciousness (DoC) program, which can better meet their specific needs. Some of our patients enter Shepherd Center through our ICU before progressing to inpatient rehabilitation. Shepherd Pathways, Shepherd Center's rehabilitation program for people recovering from brain injury, extends rehabilitation in an outpatient setting for 50% of the inpatients with brain injury. Patients in the Brain Injury Rehabilitation Program also have access to specialty outpatient services, vocational therapy and counseling, transition support, Beyond Therapy®, and health and wellness clinics.

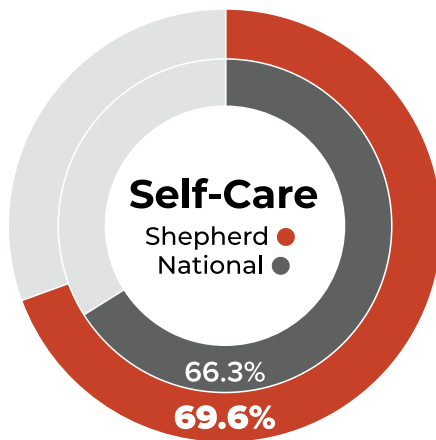


Extraordinary Care for Extraordinary Outcomes: Acquired and Traumatic Brain Injury

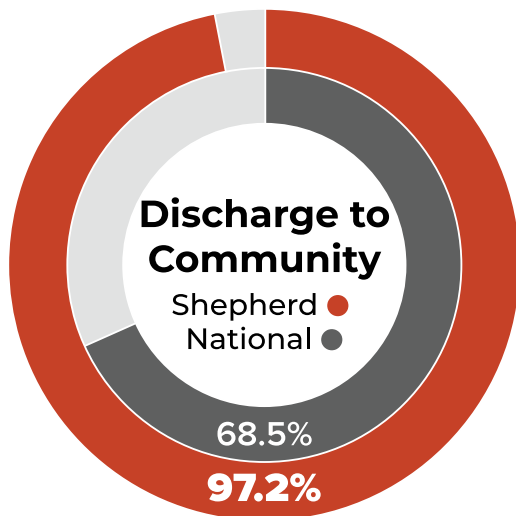
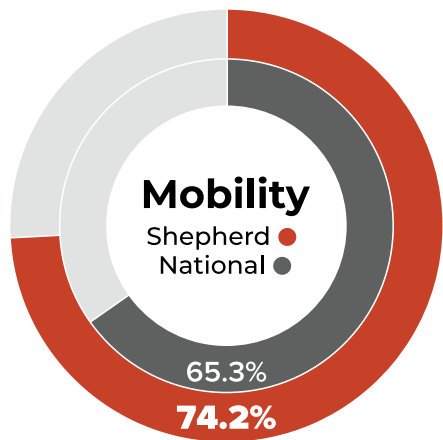
FY23 (April 1, 2022 – March 31, 2023)



Percentage of patients at Shepherd Center whose brain injuries were traumatic



Percent of patients with traumatic brain injuries meeting or exceeding risk-adjusted expected value at discharge



97.2%

of patients with traumatic brain injuries were able to return to the community after rehabilitation at Shepherd Center, compared to 68.5% nationwide.

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



Stroke

FY23 (April 1, 2022 – March 31, 2023)

160

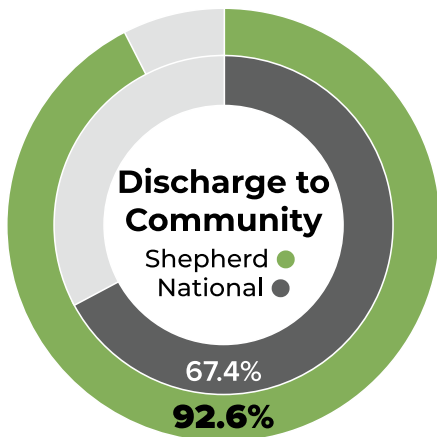
Inpatients with stroke who discharged from the Brain Injury Rehabilitation Program

50.3

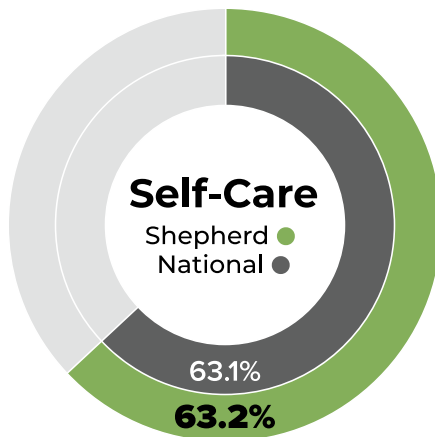
Average age of patients at Shepherd Center who are rehabilitating after a stroke

83%

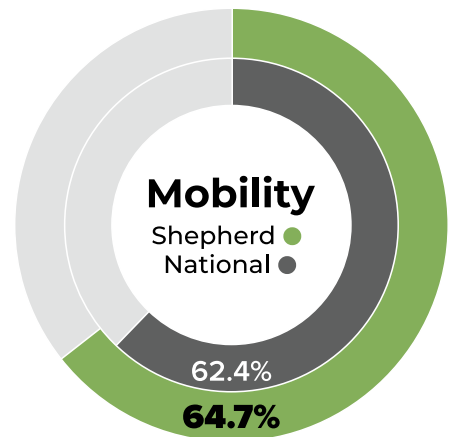
Patients with strokes liberated from ventilators



Patients with strokes who were able to return to the community after rehabilitation at Shepherd Center



Percent of patients with strokes meeting or exceeding risk-adjusted expected value at discharge



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

Providing the Highest Level of Expertise

In FY23, more than 78.7% of patients with brain injuries at Shepherd Center had traumatic injuries, compared to 31.5% 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 FY23, the ventilator services team was able to liberate 90% of patients with brain injuries and 83% who had had strokes and required mechanical ventilation at Shepherd Center.

Every brain injury is as unique as the person and family it affects – and Shepherd Center’s team develops a personalized plan to help patients set and reach their goals while providing family training, education, and support for returning home.

Helping Patients Take Flight

For every patient in our Brain Injury Rehabilitation Program, we utilize the most impactful rehabilitation innovations available, all delivered with unwavering heart, humor, and hope.

- **Helping Patients See Clearly:** It is common for patients to experience vision issues after sustaining a brain injury or having a stroke, and it is essential to begin interventions early in the rehabilitation process to maximize improvement. With that in mind, Shepherd Center provides vision services through its Vision Clinic, which provides a team-oriented, collaborative model of care with an occupational therapist, a neuro-optometrist, and a physiatrist to assess and treat visual dysfunction for current Shepherd Center patients following neurological injury. By starting early after admission, vision recommendations can be applied across the rehabilitation team





toward patient goals in areas such as balance and mobility, reading and writing, fine motor work, performance with activities of daily living, return to driving, and other life tasks. Many patients experience significant improvement in their visual deficits following the dedicated assessment and treatment, contributing to improved safety and functional independence. In FY23, 275 inpatients benefitted from the Vision Clinic and experienced improvements across the continuum of care and into their home communities. Because of our success in this area, rehabilitation programs nationwide seek Shepherd Center's expertise in developing their own vision clinics.

- ▶ **Making Rehabilitation More Precise:** There is no one-size-fits-all approach to recovery after a brain injury or stroke. With this in mind, in collaboration with Shepherd Center's Quality and Outcomes Management Team, the Inpatient Rehab Outcomes Committee generates weekly performance data at the patient level. Then, they compare it to the national benchmark data to determine if the patient is on track for meeting their functional goals for their impairment/diagnosis group. One of our teams in the Brain Injury Rehabilitation Program is advancing this concept to drive improvements at the point of care. By piloting the sharing of this data in team conferences, teams can make immediate adjustments to the plan of care to help patients achieve goals well above the national benchmark.

➤ **Returning to the Community:** One of the most critical aspects of brain injury rehabilitation is community re-integration, which often includes outings. In FY23, Pathways patients and clinicians were delighted to have many more opportunities to be involved in community outings to help achieve patients' goals and provide experiences to build camaraderie. Excursions included visiting the Trellis Horticultural Therapy Alliance for adaptive horticulture, where patients toured the greenhouse and private vegetable garden and made terrariums. They also experienced a guided tour of Truist Stadium. Other highlights included bowling at the Painted Pin and fishing using adaptive fishing gear. Community re-integration contributes to positive outcomes in ability, adjustment, and participation. ▲



“I don’t know where I would be had it not been for Shepherd Center. Now, I’m back to doing what I love. I’m still chasing my dreams, and I see that life can still be beautiful despite the trauma and scars. Shepherd gave me that back.”

Cesar Perez
Former patient, Brain Injury Rehabilitation Program

Scan the QR code or visit the [Shepherd Center website](#) to read more of Cesar’s story:





Specialized Inpatient Care

Intensive Care Unit

Shepherd Center's comprehensive continuum of care includes a 10-bed intensive care unit (ICU). It is the only freestanding rehabilitation hospital focusing on brain and spinal cord injuries nationwide with an ICU on site. When patients transfer from the ICU at an acute care hospital, many are admitted to Shepherd's ICU, which means rehabilitation can start more quickly after injury, usually within the first 24 hours of admission to Shepherd Center.

At Shepherd, with ICU-level support available, patients who use a ventilator to aid with breathing can move out of the ICU to one of the rehabilitation floors safely, building the bridge from critical care to their return to their communities. That's a significant advantage for people who may use a ventilator long-term.

Patients ready to breathe independently, without the assistance of a ventilator, return to the ICU for their first 24 hours off the ventilator to allow for closer monitoring.

And if a patient experiences a medical setback, the value of an on-site ICU becomes even more apparent. For example, if a patient is in a rehabilitation facility without an ICU and develops complications, they would need to be discharged from that rehabilitation hospital, admitted to a local acute care facility, and then readmitted to rehab once stabilized. Additionally, it gives peace of mind to caregivers and patients, knowing that vent weaning and changes in medical status can be expertly managed within Shepherd Center.





“The amazing people at Shepherd pushed us and knew what we needed to hear and do. They gave us our lives back.”

Jamie McClarty
Former patient, CRU

Jamie and Justin McClarty sustained spinal cord injuries while fleeing a house fire. They shared a room while they were both cared for in the CRU.

Scan the QR code or visit the [Shepherd Center website](#) to read more of Justin and Jamie McClarty’s story:



Comprehensive Rehabilitation Unit (CRU)

Research shows that patients with catastrophic injuries and illnesses who seek treatment at hospitals specializing in complex rehabilitation are more likely to have fewer medical complications and achieve more independence. Shepherd Center’s Comprehensive Rehabilitation Unit (CRU) offers highly specialized care to people navigating the most complex medical issues, including multiple traumas, traumatic amputations, dual diagnoses of spinal cord and brain injuries, pulmonary complications, multiple orthopedic injuries, pressure injuries, and new or complicated diagnosis of neurological disease.

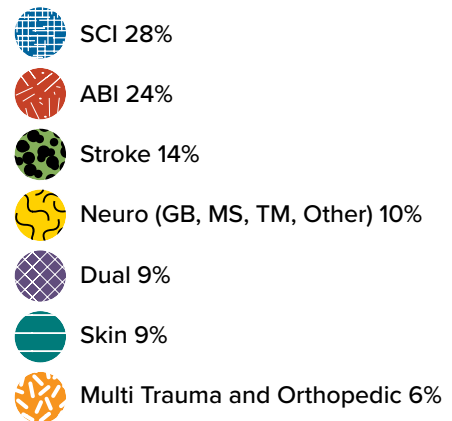
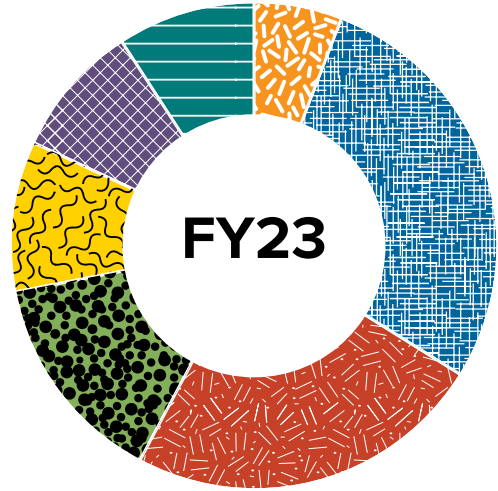
The expert team in the CRU is cross-trained and has a breadth of experience in caring for patients’ advanced medical needs while also helping them begin the rehabilitation process as soon as possible. All patients and families on the CRU are assigned a consistent medical team that includes a physician and advanced practice providers; nursing; physical, occupational, speech, respiratory, and recreation therapists; case manager; dietitian; and mental health providers.



Helping Patients Take Flight

- **Providing COVID Coverage:** If two words defined the CRU team in FY23, they were flexible and resilient. Due to the CRU's uniquely cross-trained team, they flexed to meet Shepherd Center's needs during the COVID pandemic, caring for patients diagnosed with COVID as needed. CRU's nursing staff provided the best care possible, all while caring for patients with complex injuries and illnesses.
- **Expanding Shepherd's Access:** In FY23, CRU added a fourth rehabilitation team, allowing Shepherd Center to expand its census and provide access to care for additional patients who otherwise would not have been able to be admitted due to space limitations.
- **Diversifying the Patient Population:** In FY23, the CRU team provided specialized care to a diverse mix of patient populations, including those with traumatic multi-limb amputations, dual diagnoses, skin issues, and secondary complications, among others. Because of their expertise, the CRU team can provide seamless care across disciplines, injury types, and disease states. ▲

Discharged Patient Diagnosis





SHARE Military Initiative at Shepherd Center

Shepherd Center extends its reach to people with brain injuries through the SHARE Military Initiative. In FY23, 129 military veterans, service members, and first responders received 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, community re-integration, and donor-funded housing options to 26% more clients in FY23 than in FY22.

Supporting the Next Milestones

Transition specialists provided dedicated support to clients for one year after graduation from the program, following 65 SHARE graduates with more than 370 visits to clients' homes and communities as far away as Alaska and Puerto Rico and as close as metro Atlanta. These services support SHARE clients by maintaining what has been accomplished in the program and encouraging continued improvement.

Seeing the Whole Client

SHARE continued to break down barriers to care through its substance misuse program. Many programs, including SHARE in the past, do not accept clients with substance misuse challenges. With hopes of leading the way in caring for veterans, service members, and first responders with substance issues, SHARE's substance misuse program had a 98.6% graduation rate with 75 graduates.

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. ▲



“I feel better today – mentally, emotionally, physically, and spiritually – than I have in a very long time. I have gone from being depressed and pessimistic, to confident, optimistic, and enthusiastic about the future. I am proud of the person I am and have developed a deep desire to help others. The entire team met me with patience and encouragement and were ready to shift into higher gears when I was ready. They gave me my life back, and I appreciate each of them immensely.”

Rob Newbill
Former client, SHARE Military Initiative

Scan the QR code or visit the [Shepherd Center website](#) to read more of Rob's story:







Community-Based Programs

Recovery from complex injuries and conditions requires exceptional care and unwavering support. Shepherd Center offers a range of specialized outpatient clinics and comprehensive services designed to help patients and their families take flight.

Our community-based services are staffed by a compassionate and highly skilled team dedicated to tailoring personalized care plans. In addition to our outpatient clinics, we also offer various outpatient services to support the rehabilitation journey. These services include state-of-the-art imaging facilities for accurate diagnosis, telehealth options for virtual follow-ups, vocational rehabilitation programs to assist with returning to work, and much more. In FY23, our community-based programs served more than 8,000 unique patients in over 60,000 visits.

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 481 patients through 5,170 visits.

Beyond Therapy®

Beyond Therapy is Shepherd Center's rigorous, activity-based program designed to help people with various neurological disorders improve lifelong health, minimize secondary complications, and get the most from any new neural links to their muscles. In FY23, 431 patients benefitted from 8,230 visits to Beyond Therapy.



“Probably one of the best parts about Shepherd is the positivity of the people. It’s a support group for my caregiver too. It’s incredible the support system we have at Shepherd. Aside from a physical refresher, returning for Beyond Therapy is an emotional serotonin booster. It really is good for the heart and soul too.”

Amy Ewing
Client, Beyond Therapy

Scan the QR code or visit the [Shepherd Center website](#) to read more of Amy’s story:



Rehabilitation Medicine Clinic

Our Rehabilitation Medicine Clinic, formerly known as the Multi-Specialty Clinic, caters to individuals at different stages of their neurological rehabilitation journey, encompassing a range of conditions such as spinal cord injuries, brain injuries, cerebrovascular accidents, transverse myelitis, Guillain-Barré syndrome, and other complex medical conditions. Our comprehensive team includes physicians, advanced practice providers, nurses, medical assistants, and case managers to coordinate care throughout the life span. In FY23, the Rehabilitation Medicine Clinic served 1,983 patients in 5,135 visits.

Dean Stroud Spine and Pain Institute at Shepherd Center

The Spine and Pain Institute at Shepherd Center is a specialized pain clinic that focuses on restoring function, improving quality of life, and reducing dependence on medications while enhancing psychological well-being and independence. In FY23, 1,461 patients received care in 8,853 visits.

The comprehensive team at the Spine and Pain Institute, which includes physicians, advanced practice practitioners, nurses, medical assistants, physical therapists, and psychologists, reduces chronic pain by identifying the sources of the pain and then pursuing efforts to reduce the pain.



Upper Extremity Rehabilitation Clinic

The Upper Extremity Clinic at Shepherd Center offers innovative surgical and intense therapy and treatment to regain arm, wrist, and hand function for individuals recovering from neurological, orthopedic, or peripheral nerve injuries. The Upper Extremity Clinic at Shepherd Center served 88 patients in 176 visits in FY23.

Outpatient Urology Clinic

Shepherd Center offers specialized outpatient care focused on the long-term management of complex urinary complications, such as neurogenic bladder, resulting from spinal cord injuries, brain injuries, or other neurological conditions like stroke or multiple sclerosis. In FY23, the Urology Clinic served 516 patients in 1,537 visits.

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 served 2,795 patients in 4,693 outpatient procedures in FY23.



“The changes were gradual but steady. Any relief I felt gave me great joy. I could wear leggings and shoes. I felt like putting on makeup. The person I had been was slowly coming back. My experience at Shepherd has been absolutely incredible. From the doctors to the therapists to the nurses – everyone has been incredibly supportive and kind. It’s obvious that they care and put everything they can into getting you better.”

Caroline McClure
Patient, Dean Stroud Spine and Pain
Institute at Shepherd Center

Scan the QR code or visit the [Shepherd Center website](#) to read more of Caroline’s story:





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 2,937 through 13,925 visits in FY23, using a wide range of neurological and rehabilitative services. The expert team includes board-certified neurologists, nurse practitioners, physician assistants, case managers, therapists, nurses, and other professionals. This comprehensive program offers treatment through FDA-approved medications, research opportunities, and neuropsychological services for individuals living with MS.

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

An integrated partner to our MS Institute, the MS Rehabilitation and Wellness Program supports a healthy lifestyle with group classes for exercise, education, and social activities while offering individual sessions with an exercise physiologist to create a personalized exercise program. In FY23, 500 patients received care in 6,774 visits.



“That was my first experience of an MS center, I remember being amazed because the nurse practitioner and doctor really listened. That’s part of what makes Shepherd so special — people really listen. It’s not like anywhere else.”

Terry Hord
Patient, MS Institute

Scan the QR code or visit the [Shepherd Center website](#) to read more of Terry’s story:



Driving Evaluation and Rehabilitation Program

Shepherd Center's Driving Evaluation and Rehabilitation Program helps clients evaluate, understand, and use available transportation options after experiencing a loss in mobility. Staff members address safety and accessibility issues and the unique transportation concerns of people using power wheelchairs. Mobility evaluations include on-the-road examinations, lessons, and fittings for vehicle modifications. In FY23, 553 patients visited the Driving Evaluation and Rehabilitation Program in 757 visits.



“It was a conversation about my journey. What are some of the things I want to do? And based on those conversations and her experience, they knew which chair would be a better fit for me.”

They were just amazing. Just the heart. I know they have a job to do, but it was the heart.”

Tiffany Vinson
Client, Wheelchair Seating Clinic & Mobility Clinic

Scan the QR code or visit the [Shepherd Center website](#) to read more of Tiffany's story:



Wheelchair Seating and Mobility Clinic

The Wheelchair Seating and Mobility Clinic offers people with disabilities various seating and mobility services. Therapists help clients make personalized decisions about seating and mobility devices to address their needs and meet their lifestyle goals. The Wheelchair Seating and Mobility Clinic served 1,794 patients in 3,389 visits in FY23.



Access Technology Lab

At our Access Technology Lab, 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 FY23, 276 outpatients benefitted from the Access Technology Lab in 1,509 visits.



Transition Support Services

The Transition Support Program prevents rehospitalization, improves health and safety outcomes, and promotes patient and family autonomy once the patient is discharged from Shepherd Center, providing an average of eight weeks of follow-up support. Referred clients enroll in the Transition Support Program free of charge.

With the great foundation of inpatient rehabilitation, the help of the Transition Support Program, outpatient programs and health and wellness programs, Shepherd Center's 30-day re-hospitalization rate was 6.1%. The hospital national overall all-cause 30-day re-hospitalization rate was 13.9%.*

Neuropsychology Outpatient Therapy Clinic

In Shepherd Center's Neuropsychology Outpatient Clinic, neuropsychologists perform comprehensive neuro-psych evaluations for individuals with concerns about their thinking abilities. Patient questions often relate to specific conditions associated with changes in cognition, such as Alzheimer's disease, brain tumors, Parkinson's disease, multiple sclerosis, epilepsy, stroke, traumatic brain injury, and others. In FY23, providers saw more than 1,200 patients in over 9,000 visits.

*Agency for Healthcare Research and Quality (AHRQ), Healthcare Cost and Utilization Project (HCUP), Nationwide Readmissions Database (NRD), 2016-2020. Published in Sept 2023.

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 or add services, we thrive on listening to our patients and staff to help them soar. In FY23, we did this by:

- **Launching Bowel and Bladder Programming for People with MS:** People with multiple sclerosis often face bowel and bladder challenges. With that in mind, team members in the MS Institute envisioned and created the Multiple Sclerosis Bowel



and Bladder Clinic, a one-of-a-kind multidisciplinary bowel and bladder clinic. Patients can meet and work with a physician assistant, occupational therapist, pelvic floor physical therapist, and nursing to get a holistic approach to treating their bowel and bladder concerns. The program is a four-week series that begins the first Thursday of every month in the MS Institute.

- **Providing More Options for Spasticity:** People who have sustained spinal cord injuries, brain injuries, have multiple sclerosis, or other neurological conditions are more susceptible to spasticity, an abnormal increase in muscle tone, or stiffness. It can affect movement and speech, and cause discomfort or pain. Previously, patients of the Rehabilitation Medicine Clinic received Botox® to manage spasticity, but it is sometimes not covered by insurance, which can impose a financial burden on patients. To ensure patients can get relief from spasticity, in FY23, Shepherd Center's Rehabilitation Management Clinic began offering patients additional medication options, Xeomin® and Dysport®. Now, patients have three medication options and can choose what works for their spasticity and their insurance plan.
- **Increasing Access to Specialty Care:** Spinal cord injuries, brain injuries, or other neurological conditions like stroke or multiple sclerosis, can often cause urinary complications, requiring access to highly specialized urological care. In FY23, Shepherd Center's Urology Clinic welcomed two physicians -- Stephen Brousell, M.D., and Rita Jen, M.D. Having both male and female urologists accessible to patients is advantageous because it adds an extra layer of comfort and allows patients to choose their preference for caring for what can be a sensitive health issue for some. ▲







Research and Innovation

Though a world-renowned research hub for decades, Shepherd Center is now poised to soar as it drives research and innovation in the neurorehabilitation field. Shepherd Center's robust research program, which includes access to patient populations, clinical expertise, decades of patient data, industry partnerships, and a compassionate approach, has primed Shepherd Center to do this work to improve neurorehabilitative 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 making the world more accessible for people with disabilities. At Shepherd Center, our researchers were awarded more than \$5 million in grants and contracts in FY23, bringing our grants and contracts portfolio to more than \$26 million. Grants are awarded from top funding agencies to

advance the science of clinical care and the quality of life for people with disabilities. Our research falls into five areas:

- ▶ **Spinal Cord Injury Research:** To advance knowledge on the 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 the outcomes of rehabilitation interventions. In FY23, Shepherd Center researchers led studies funded by the National Institutes of Health (NIH) and the National Institute on Disability, Independent Living, and Rehabilitation Research (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 FY23, Shepherd Center received funding from the NIDILRR to launch a TBI Model System Center and engaged in other studies funded by the NIH, Wounded Warrior Project, Avalon Foundation, and John Templeton Foundation. Shepherd staff published approximately 24 peer-reviewed publications and offered approximately 25 academic presentations. Through their work, these researchers and clinical staff are conducting projects to improve the health, participation, and employment outcomes of people with brain injuries and their families.

► **Multiple Sclerosis Research:** MS research at Shepherd Center includes clinical and translational rehabilitation and wellness intervention trials. With funding from NIDILRR, Patient-Centered Outcomes Research Institute (PCORI), and the National MS Society, and support from the Carlos family, our team conducts studies to better

understand the effects of physical and behavioral 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 Shepherd Center so that people with MS worldwide can access the best care. In FY23, our researchers conducted four studies related to MS with more than 300 participants and have developed novel and innovative approaches to improve accessibility to our exceptional clinical care in the MS institute.

► **User Experience, Accessibility, and Usability Research:** Shepherd Center's user experience 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





products and services 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 rehabilitation engineering and research expertise 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. The AURC network includes over 1,400 people with disabilities across the United States, hundreds of whom participate every year 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, cell therapies, 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 FY23, Shepherd Center had 17 active clinical trials with 400 participants. ▲



If you are a person with a disability and want to help make products and services you use every day more accessible, [fill out this online survey](#) or scan the QR code:



Shepherd Center Named a Traumatic Brain Injury Model System



In FY23, the Administration for Community Living's (ACL) National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR) awarded a five-year grant and recognized Shepherd Center as a Traumatic Brain Injury Model System (TBIMS). It will officially be known as the Georgia Model Brain Injury System at Shepherd Center.

NIDILRR awards TBIMS grants to institutions that are national leaders in medical research and patient care and that provide the highest level of comprehensive specialty services from the point of injury through eventual re-entry into full community life. Shepherd Center is one of 16 TBIMS organizations in the United States and part of an elite group of hospitals recognized as both a TBIMS and Spinal Cord Injury Model System (SCIMS).

"Throughout our research and clinical programming, we are driven to help our patients and their families meet their goals as they navigate rehabilitation all the way through life beyond injury and illness to transitioning home, reintegrating into their community, and returning to work or school," said Brick Johnstone, Ph.D., the O. Wayne Rollins Director of Brain Injury Research at Shepherd Center. "It is an honor to be designated as a Traumatic Brain Injury Model System among our peer institutions across the country, and it is a true testament to the dedication and expertise of our many colleagues who provide extraordinary care and investment in innovation every day."

The TBIMS program supports innovative projects and research in delivering, demonstrating, and evaluating medical, rehabilitation, vocational, and other services designed to meet the needs of individuals with traumatic brain injuries.

"Since our founding, innovation has been central to our culture and approach to improving the lives of the people we serve at Shepherd Center and throughout the world," said Deborah Backus, PT, Ph.D., FACRM, vice president of research and innovation at Shepherd Center. "We're proud to have been a Spinal Cord Model Injury Model System for more than 40 years, and now being a Traumatic Brain Injury Model System will offer additional opportunities for us to collaborate with partner organizations, drive developments, and shape the future for those living with brain injuries."

Each TBIMS contributes to the Traumatic Brain Injury Model Systems National Data and Statistical Center (TBINDSC), participates in independent and collaborative research, and provides information and resources to individuals with TBI, their families, caregivers, and friends, health care professionals, and the general public.



Quality and Outcomes Management

At Shepherd Center, we believe that extraordinary care leads to extraordinary outcomes. And with extraordinary outcomes, our patients can soar into their new beginnings. We aim to lead in defining, measuring, and delivering the highest quality care. We constantly improve processes and the clinical care experience to provide the safest and most effective care possible.

Because 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, we are transparent in reporting our outcomes. To become the best, we must know where we have room to improve.





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 Conditions:** In FY23, there were 67 harms from infections and falls with injury, an increase of 29% from FY22.
- ▶ **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 FY23, we reduced pressure injuries by 31% from 103 in FY22 to 71 in FY23.**

In FY23, there were 138 total harms, a decrease of 11% from FY22.

Rehospitalization

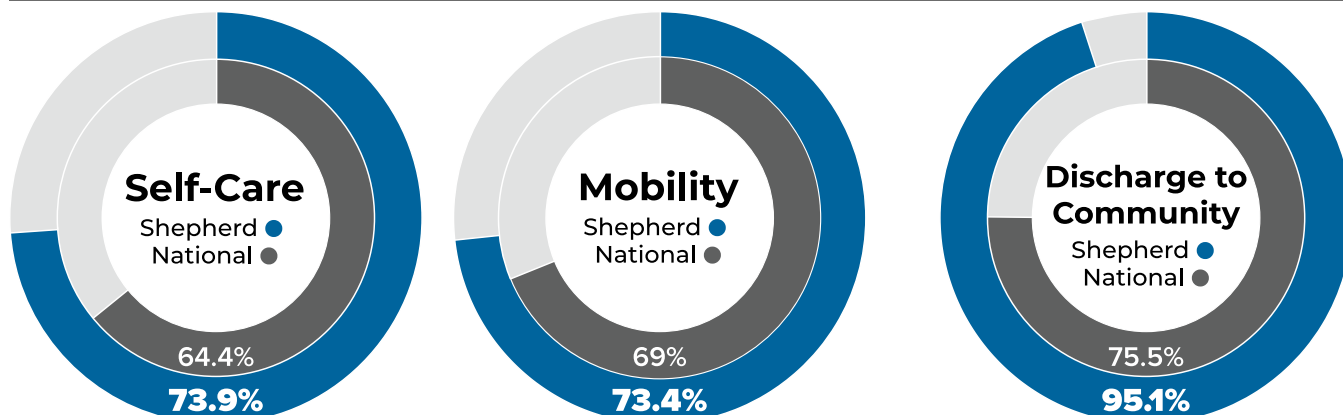
Rehospitalization is another outcome that indicates the quality of care at a hospital. Through family training, transition support, and life skills programming, we work to keep our patients from returning to the hospital once they leave Shepherd Center. Our quality and outcomes team captures patient 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 discharged 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 FY23, Shepherd Center's rehospitalization rate was 6.1%, up from 4.6% in FY23. ▲**

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



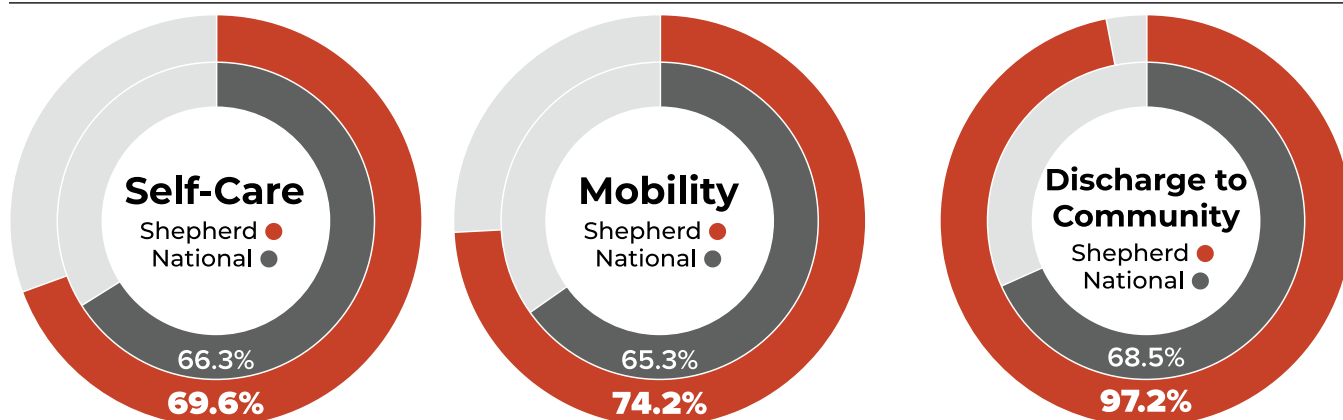
Clinical Outcomes

Spinal Cord Injury



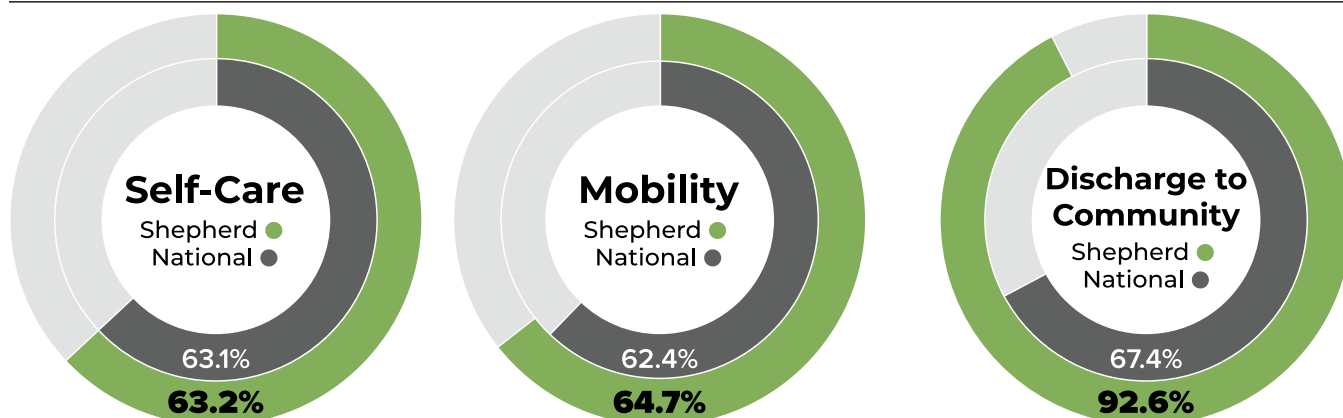
Percent of patients with traumatic spinal cord injuries meeting or exceeding risk-adjusted expected value at discharge

Brain Injury



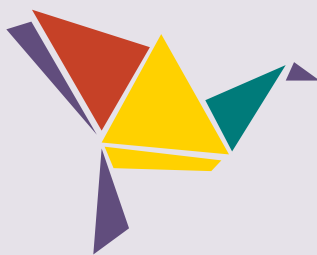
Percent of patients with traumatic brain injuries meeting or exceeding risk-adjusted expected value at discharge

Stroke



Percent of patients with strokes meeting or exceeding risk-adjusted expected value at discharge

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



Empowering Champions: Building a Quality Improvement Education Program

Research shows that organizations with a robust quality improvement education program experience improved patient safety and outcomes. With that in mind, the Quality and Outcomes Management (QOM) team at Shepherd Center created the Quality Improvement Champion Program in FY23. Their goal? Empowering Shepherd Center staff at all levels to be quality and patient safety champions.

The Quality Improvement Champion Program, which has an application process open to all Shepherd employees, consists of Institute for Healthcare Improvement (IHI) Basic Certificate in Quality and Safety coursework, which is followed by a six-month hands-on, innovative application of skills, tools, and concepts in each participant's respective programs, thereby boosting Shepherd Center's overall quality and safety.

The program's inaugural class boasted 18 graduates and two emeritus champions in nursing, management, therapy, psychology, education, and other roles in the organization. These committed professionals took their learnings back to their home departments including the inpatient and outpatient programs, food and nutrition services, pharmacy, research, and information systems.

Champions completed 18 total projects, with some completing multiple initiatives and some efforts being shared across multiple champions. The projects ranged in impact from one shift on one unit to organization-wide improvements. Key metrics of the projects included defect reduction, improved safety, fall reduction, and increased accuracy of clinical documentation, among others. The projected total cost savings from the projects was more than \$41,000 in the first year. After a successful first year, Shepherd Center enthusiastically supported continuing the Quality Improvement Champion program.

"By creating new champions, we have empowered staff with the skills and concepts to help Shepherd Center to continue to improve," says Anna Murdock, senior internal improvement consultant and Quality Improvement Champions Program co-lead. "These front-line champions can now both aid and lead improvement efforts while spreading the science of improvement amongst the various areas of the hospital."



NeuroRehabilitation Learning Institute (NRLI)

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 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, case managers, nurse practitioners, neuropsychologists, and counselors.

In FY23, the NRLI had:

- More than 13,000 visitors
 - Participating in 25,000 sessions
 - From 68 nations, all 50 states and two U.S. territories
- This represents a greater than 50% increase in access

During FY23, our 8,200 active learners:

- Enrolled in nearly 7,000 educational courses, representing 25% growth in enrollments
- Achieved a completion rate of 49%, well above the national average of 20-30%

In FY23, we offered:

- 125 educational events = 85.25 hours of content
- 18 new live courses
- 22 new online courses
- Awarded 2,300 hours of continuing education for professional licensure

In FY23, popular courses included:

- Addressing Sexuality and Intimacy in Brain Injury Rehabilitation
- Assessment Tools for Early Stages Of Recovery After Severe Brain Injury
- Medical Management of Brain Injury in the Trauma Setting
- Ethical Considerations in Healthcare
- Behavior Management with Inpatient ABI Populations
- Life After Spinal Cord Injury (SCI)
- Initiating a Bladder Program After SCI
- Impacting Health and Wellness through Community Integration ▲



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 behaviors. A leader within the injury prevention community, Shepherd Center 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. In FY23, Shepherd Center's injury prevention included:

Leading Injury Prevention Efforts Statewide:

Emma Harrington, Shepherd Center's director of injury prevention, was named chair of the Georgia Child Passenger Safety Board, which is responsible for overseeing all child passenger safety (CPS) programming and policy in Georgia. With Harrington's leadership, the Child Passenger Safety Board received a AAA Grant, which will help reduce barriers to adopting the National Digital Check Form (NDCF). The NDCF is a resource available to all U.S.-certified child passenger safety technicians (CPST), which streamlines data



collection and captures detailed data points during a car seat check. CPSTs and program managers can easily download their seat check data in a format that reduces reporting burdens, allows for monitoring trends, and tracking car seat distributions.

With the grant, the board purchased tablets and carrying cases, which enhanced reporting mechanisms. The data collected will help drive policy based on what technicians see in the field.

Sharing the Word: As part of our efforts to increase seatbelt use, Shepherd Center patient Egypt Lundy, who was injured in a car crash while wearing her seatbelt, filmed a public service announcement (PSA) with the Georgia Governor's Office of Highway Safety and Georgia Public Broadcasting. Egypt told the story of her crash and rehabilitation, driving the point that her injuries could have been much worse had she not been wearing her seatbelt. The PSA was complemented by a direct mail piece.



You can view the PSA
on [YouTube](#):



Preventing Falls: Shepherd Center once again participated in Falls Free Fridays in September, hosted by the Georgia Falls Prevention Coalition. The weekly events, including music therapy, Tai Chi, and educational sessions, aimed to raise awareness on how to prevent falls, which are one of the leading causes of spinal cord and brain injuries. ▲



Culture



When Shepherd employees join Shepherd Center, they often find their flock, their family, and the place they truly belong. While some of our staff have been here for decades, others are just starting their career paths. Our culture is fueled by humor, heart, and hard work, and those three ingredients unite people from all paths in life. We're committed to growing together as we help our patients and their families begin again after injury or illness, and we aim to make every employee feel seen and valued.

In FY23, 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 FY23, Shepherd Center continued its commitment to 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. We formed five subcommittees of our DEIA Council, including Community Outreach and Recruitment, Staff Development and Engagement, Advocacy, Patient and Family, and Accessibility. Each sub-committee is led by two staff members and advised by a member of Shepherd Center's senior management team. The aim of the committees is to align DEIA objectives with Shepherd Center's strategic goals, increase employee engagement in DEIA initiatives, and improve communication and awareness of DEIA opportunities.

While we recognize our efforts are far from complete, a few FY23 highlights include:

- Offering an all-new Inclusive Management Series, consisting of multiple courses meant to provide leaders with the tools and strategies they need to engage deeply in the DEIA process. Topics included managing diverse teams and recruiting and onboarding diverse teams.
- Expanding celebrations during Black History Month to include Taste of History events with Chef Kenny, a Did You Know? series highlighting Black inventors, a Creatives Exhibit featuring inspiring works of art from Shepherd Center team members, and a Chat and Chew event discussing DEIA in the workplace with Adrienne Phillips, DEI manager for Piedmont Healthcare.
- Hosting a celebratory and educational presentation on civil rights and disability culture to celebrate the 32nd anniversary of the passing of the Americans with Disabilities Act, led by Danny Housley from the Shepherd Center's Assistive Technology Center.

➤ **Topping the Rankings:** In FY23, Shepherd Center was once again recognized among the top Best Hospitals for Rehabilitation by *U.S. News*. Shepherd Center has been ranked among the top rehabilitation hospitals since 2008, demonstrating its commitment to consistent, high-quality care delivered with hope, humor, and hard work.

➤ **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 48 years. In FY23, 75 employees volunteered through ShepherdServes at Foster Care Support Foundation and Free Bikes 4 Kidz, providing 300 hours of service. ▲





Shepherd Center

Pursuing Possible
The Campaign for Shepherd Center

NEXO

Shepherd Center Foundation

Dear Friends,

FY23 was a groundbreaking year – literally and figuratively. We officially launched Pursuing Possible: The Campaign for Shepherd Center and broke ground on the Arthur M. Blank Family Residences and the Marcus Center for Advanced Rehabilitation. These two new buildings, along with renovation of existing spaces and growth in many of our programs, will vastly improve the patient and family experience and expand access to Shepherd Center’s much-needed specialty care.

While we have spent much of the past year preparing for Shepherd Center’s future, we have also found success in the present. Through our unique donor-funded programs, such as recreation therapy, assistive technology, and peer support, we have given thousands of patients and their families the tools they want and need to live their best lives after injury or illness.

Whether attending one of our events, giving to support one of our patient-centered initiatives, or volunteering to help serve our patients, families, and staff, our community has shown up in every way possible to support Shepherd Center. Thank you for your continued trust in us and support in helping us continue providing our trademark extraordinary care and achieving industry-leading outcomes.

Please enjoy our tribute to FY23 in the pages ahead. We look forward to continuing to grow together for generations to come.

With Appreciation,

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





▲ Hundreds of Shepherd Center friends, patients, families, donors, volunteers, and staff gathered to break ground on the new buildings on September 29, 2022



Shepherd Center



Pursuing Possible
The Campaign for Shepherd Center

PURSUIING POSSIBLE: THE CAMPAIGN FOR SHEPHERD CENTER

In FY23, Shepherd Center officially launched its most ambitious campaign in our 48-year history with a celebratory groundbreaking event on September 29, 2022. The \$350 million campaign will fund capital and programmatic projects to benefit patients and families experiencing the most complex conditions, including spinal cord and brain injuries, multi-trauma, traumatic amputations, stroke, multiple sclerosis, and pain. Pursuing Possible: The Campaign for Shepherd Center is slated to continue through 2025 – the same year as Shepherd Center's 50th anniversary.

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.

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, opening in 2024.
- Expand our innovation program by launching the new, dedicated Innovation Institute within the Marcus Center for Advanced Rehabilitation, opening in 2025.
- Grow the current fellowship program into the Institute of Higher Learning to educate the next generation of experts.
- 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. ▲

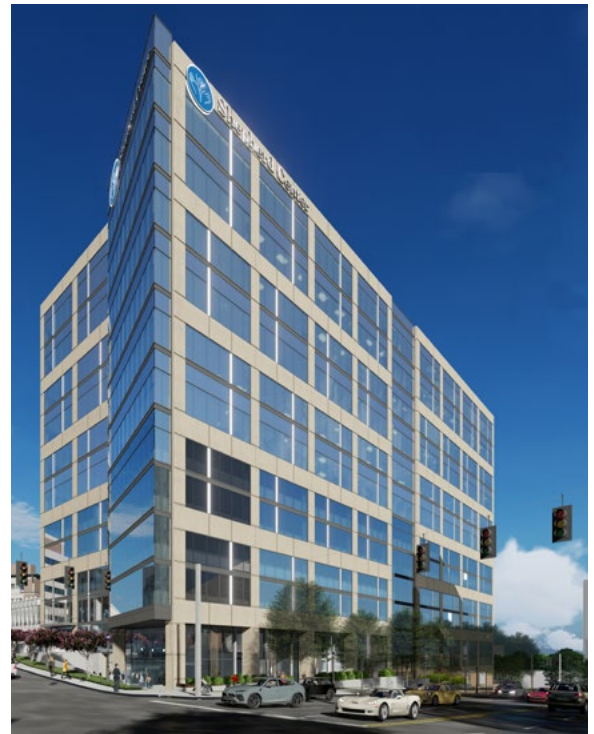


▲ Rendering of the future Marcus Center for Advanced Rehabilitation and the James H. Shepherd bridge connecting it to Shepherd Center’s existing building

To learn more, visit ExpandingShepherd.org.



▲ Rendering of the future Arthur M. Blank Family Residences



▲ Rendering of the future Marcus Center for Advanced Rehabilitation



► The Legendary Party

When guests entered 2022's Legendary Party at Flourish on November 5, 2022, they were greeted by a lavish garden scene with lush greenery and colorful florals, butterflies, and fountains. The décor perfectly captured the party's theme of "Garden of Hope." The event, chaired by Elaine Carlos and her daughters Kari and Angela, raised an incredible \$3.2 million, with proceeds benefiting Shepherd Center's Andrew C. Carlos Multiple Sclerosis Institute. Ben Thrower, M.D., medical director of the MS Institute, was the honoree.

◀ Derby Day

After a two-year hiatus due to the pandemic, Derby Day returned in FY23 with new options for entertainment, including a cornhole tournament with Cornhole ATL. Held Saturday, May 7, 2022, at Chastain Horse Park, Shepherd Center's annual Derby Day party is Atlanta's biggest Kentucky Derby-themed fundraising event and a Shepherd Center tradition since 1983. Derby Day has marked calendars as a festive event with food and drink, lawn and casino games, live music, and huge TV screens to view the broadcast of the Kentucky Derby. Voyles Automotive Group sponsored the event, and funds raised benefited Shepherd Center's Recreation Therapy Program.

► Shepherd Center Cup

It was a great day for golf as 160 players took to the course at the Cherokee Country Club in Atlanta on September 12, 2022, for another successful Shepherd Center Cup Golf Tournament. Following the tournament, golfers enjoyed time to eat, relax, and socialize. Chaired by Paul Pilcher, the tournament raised more than \$150,000 to benefit Shepherd Center's Delores Ann and Goodloe Yancey Family Housing Program.



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. For FY23, 139 volunteers completed 7,773 service hours, amounting to a dollar value of \$215,001.18.

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.

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 FY23, members raised \$262,000 for a new Zero G, a robotic body-weight support system on an overhead track to help with gait training and balance. It was installed on the fourth floor of the Spinal Cord Injury Rehabilitation Program.

◀ ShepherdCares

Each fall, Shepherd Center employees contribute to ShepherdCares, the annual employee giving campaign. In FY23, Shepherd Center employees raised an impressive \$248,885 in five weeks. That’s 42 percent — or nearly \$74,000 — over what the hospital had hoped to raise. The 2023 campaign had 75% employee participation — another inspiring feat considering giving is voluntary. Funds raised benefitted Pursuing Possible: The Campaign for Shepherd Center.



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 more than \$172,000 in FY23 through the holiday sale of pecans, which can be purchased raw, salted, candied, or even covered in chocolate.

► Shepherd's Men

Comprised of active or retired service members and civilian volunteers, Shepherd's Men has raised awareness and funds for Shepherd Center's SHARE Military Initiative since 2014. In FY23, Shepherd's Men continued to be stalwart supporters of the SHARE Military Initiative, raising \$850,000 for the program through special events and fundraising activities. On April 28, 2022, Shepherd's Men and The Charlie Daniels' Journey Home Project once again held their joint fundraising benefit concert at the home of Kelly and Toby Regal, featuring CMA award-winning artist Chris Young. Shepherd's Men held a Memorial Day 22K run at Reformation Brewing Co. to kick off summer and released their commemorative Liberty Lager Ale. Rounding the year out, Indian Hills Country Club hosted Shepherd's Men's annual fundraising dinner and auction on October 6, 2022, followed by their annual sporting clays tournament on October 14 at Barnsley Resort. To learn more about Shepherd's Men, visit shepherdsmen.com.



Shepherd's Men Benefit Concert



Angel Luncheon

◀ Angel Luncheon

Shepherd Center celebrates the philanthropy and compassion of its major donors and others who support the hospital at its annual Angel Luncheon. Co-founder Alana Shepherd presented the 2023 Angel of the Year award to longtime Shepherd Center supporters Jim and Donna Stephenson. Since 1985, they have been generous donors to Shepherd Center and continue to support patients through other funds and initiatives. Jim has served on Shepherd Center's Board of Directors since 2008, and Donna is a member of Women Shaping Shepherd.

Peach Project

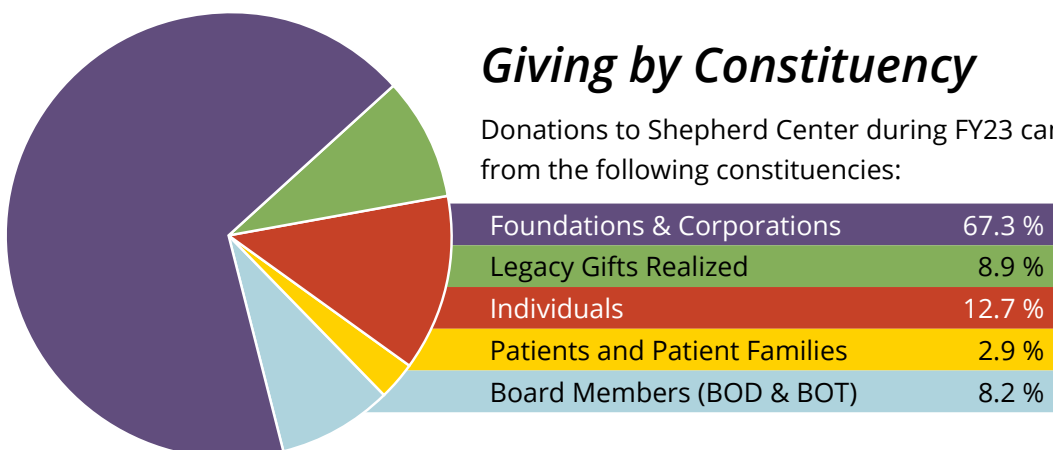
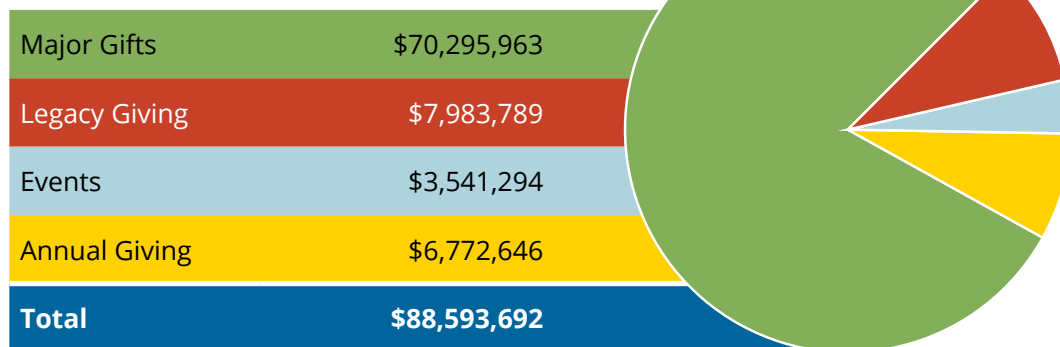
Launched out of the success of Pecans on Peachtree, FY22 marked the first year of the Peach Project, a summertime sale of delicious Georgia peaches delivered directly from the orchard at Pearson Farm in Fort Valley, Georgia. In its inaugural year, the Peach Project raised \$14,280. Sales directly benefit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

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

FY23 Financials

Shepherd Center is a not-for-profit hospital that relies 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 to contribute in various ways, visit the Shepherd Center Foundation online at foundation.shepherd.org.

Shepherd Center Foundation Fundraising Total for FY23





Hospital Financials

Financial Summary and Operating Statement For Fiscal Year Ended March 31, 2023

Statement of Revenues and Expenses

Patient services revenue	\$ 254,927,377
Other Revenue	\$ 38,732,776
Investment Income	\$ 4,218,090
Total Operating Revenue	\$ 297,878,243
Less: Operating Expenses	\$ 299,226,370
Provision for improvements, equipment and new services	\$ (1,348,127)

Charitable Services Rendered (at cost)

Uncompensated care (patients without funding)	\$ 5,964,075
Undercompensated care (underfunded government programs)	\$ 17,272,044

Donated Property and Equipment

Donations of property and equipment	\$ 130,950
Donations used to purchase property and equipment	\$ 26,064,570
Total Donated property and equipment	\$ 26,195,520

Board Of Directors

through March 31, 2023

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

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)
Chief Executive Officer
Shepherd Center

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

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

MEMBERSHIP

Andrew Alias (2022)
Chairman, Board of Trustees
REPAY

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

Shaler Alias (2020)
President and Co-Founder
REPAY

David F. Apple, Jr., M.D. (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)
Civic Volunteer

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

Molly Lanier (2014)
Civic Volunteer

Donald P. Leslie, M.D. (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 Chief Executive Officer
United Spinal Association

John Rooker (2014)
Chief Executive Officer
Rooker Company

James H. Shepherd, III (2014)
President and 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 FY23

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 provides world-class clinical care, research, and family support for people experiencing the most complex conditions, including spinal cord and brain injuries, multi-trauma, traumatic amputations, stroke, multiple sclerosis, and pain. An elite center recognized as both Spinal Cord Injury and Traumatic Brain Injury Model Systems, Shepherd Center is ranked by *U.S. News* as one of the nation's top hospitals for rehabilitation. Shepherd Center treats thousands of patients annually with unmatched expertise and unwavering compassion to help them begin again.



Shepherd Center

2020 Peachtree Road NW | Atlanta, GA 30309 | [shepherd.org](https://www.shepherd.org)