

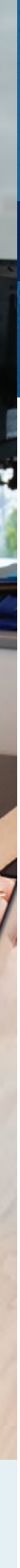
Shepherd Center

Annual Report - Fiscal Year 2026

April 1, 2025 - March 31, 2026



Photos Courtesy of: Stephanie Eley, Bita Honarvar, Shepherd Center patients and families, Ben Rose, Shepherd Center staff, William Twitty, 524 Creative, Joann Vitelli, and Ben Gray



Hope is here

Shepherd Center

Annual Report - Fiscal Year 2026

April 1, 2025 - March 31, 2026

Letter from Jamie Shepherd 1

Hope is Here 3

Shepherd Snapshot 5

Spinal Cord Injury Rehabilitation Program 8

Brain Injury Rehabilitation Program 12

Specialized Inpatient Care (ICU & CRU) 17

SHARE Military Initiative at Shepherd Center 20

A Worthwhile 'Why' 23

Community-Based Programs 25

Research and Innovation 31

NeuroRehabilitation Learning Institute 35

Injury Prevention Program 36

Quality and Outcomes Management 37

Culture 40

Shepherd Center Foundation 44

Fiscal Year 2026 Financials 52

Board of Directors 53

Dr. Apple Memorial 55

Dear Friends,

It's something patients, families, staff, volunteers, and visitors feel from the moment they pull in the driveway: hope is here.

At Shepherd Center, we provide state-of-the-art care for patients experiencing the most complex conditions, including spinal cord injuries, brain injuries, stroke, and multiple sclerosis. But we provide more than medical treatment. We give patients and their families hope: hope for managing their conditions, hope for reaching their goals, and hope for a fulfilling life after injury or illness.

I am excited to share our annual report for fiscal year 2026 (April 1, 2025 – March 31, 2026): Hope is Here.

This year's report celebrates the hope that patients find at Shepherd Center, as well as achievements in patient care, research, and community outreach. It also highlights our patient outcomes, such as the rate at which Shepherd Center patients return home after rehab, which is well above the national average and shows our commitment to returning our patients to their homes, communities, and the things they love the most.

In fiscal year 2026, we also concluded Pursuing Possible: The Campaign for Shepherd Center. The completion of the campaign represents the culmination of years of hard work from our staff, volunteers, and supporters, and marks the beginning of a new era at Shepherd.

We opened the Marcus Center for Advanced Rehabilitation to patients and staff and began renovations in the main hospital, all while continuing to care for our patients and families. The renovations, completed in fall 2026, will expand patient and family access to our world-class care. And families continued to reap the benefits of the new Arthur M. Blank Family Residences, also funded by the campaign, allowing them to fully focus on their loved ones' care.

The opening of the new building and renovations at the main hospital have brought a new look to Shepherd, but the feeling, and mission, remain the same. With our signature values of hope, humor, and hard work, we're continuing our efforts to help people rebuild their lives with hope and dignity. We appreciate you taking the time to read this report and supporting us as we continue on our mission.



Sincerely,

Jamie Shepherd, MBA, MHA, FACHE

President and Chief Executive Officer, Shepherd Center



Hope is Here, and It's Meant to Be Shared

Former Patients Give Back As Employees and Volunteers

Written by Damjana Alverson

Many patients spending time in a hospital count down the days until they can return home. But when patients at Shepherd Center discharge, many of them look for ways to come back. Maybe they stay for outpatient therapy, or pop by to visit their former nurses and therapists. But some return to Shepherd to pay it forward as volunteers or employees.

These former patients dedicate their time, effort, and hearts to giving back to the place that helped them regain their independence, helping others find what they've already discovered to be true: at Shepherd Center, hope is here.

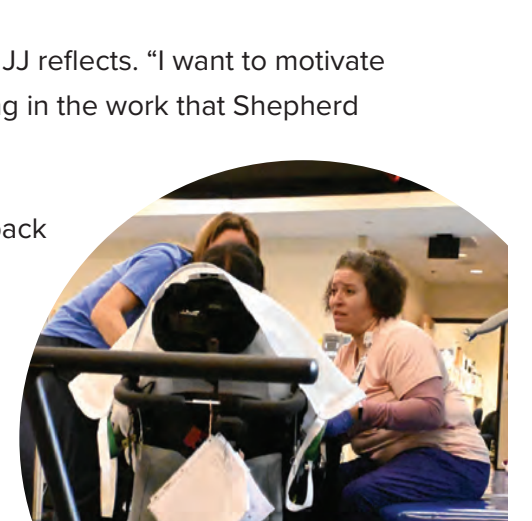


Former patient JJ Brown, for example, now works with the department that helped him find hope during his rehabilitation. While deer hunting with a friend in December 2018, JJ fell 20 feet from a tree stand and sustained an incomplete spinal cord injury (SCI). He came to Shepherd Center's Spinal Cord Injury Rehabilitation Program and under the care of Wes Chay, M.D., JJ began making progress toward his goals. Shepherd's recreation therapists worked with JJ to find new, adaptive ways for him to return to outdoor activities and gave him hope for his future.

"Rec therapy saved my life," says JJ, an avid outdoorsman. "To me, it was about breaking barriers of things that I thought I wouldn't be able to do again after an SCI. It might look a bit different, but there's an accessible way to do most activities."

In 2025, JJ came full circle and began a full-time position in Shepherd's recreation therapy department. In his role, he works behind the scenes to help the department, including assisting with events; helping the recreation therapists work with patients, host health and wellness clinics, and complete administrative work. He also drives patients to outings.

"It feels like a dream to be on the team that made such a huge impact on me," JJ reflects. "I want to motivate and share hope with inpatients who are trusting in the process here and putting in the work that Shepherd encourages you to do."



Another Shepherd Center patient, Laura Jones, has also found a way to give back to the hospital. Laura, 49, is an active member of her community who wears many hats. In addition to being a mom to her 12-year-old daughter, Callie, and her husband, Michael, she is a physical therapy and occupational therapy aide in Shepherd Center's Brain Injury Rehabilitation Program.

Laura's journey to Shepherd began in 2024, when after months of confounding symptoms like drop foot and short-term memory issues, she was diagnosed with multiple sclerosis (MS). Laura made the difficult choice to pause her doctorate program in English at Georgia State University to focus on her health under the care of Jacqueline Rosenthal, M.D., medical director of

Shepherd Center's Andrew C. Carlos MS Institute. In addition to receiving monthly infusions to halt the progression of the disease, Laura worked with a team including physical and speech therapists to regain her quality of life and return to work.

Prior to her diagnosis, Laura had experience working in inpatient rehabilitation. As she reevaluated her career trajectory, she applied and got the job as a PT/OT aide at Shepherd. She began the role in December 2025, and her hard work as a patient has paid off as an employee.

"I have a physical role helping therapists work with patients through their sessions, and I'm really happy I can do it," Laura says. "I wanted to do work I love in a place I was proud to work for. The minute I walked into the door at Shepherd, I fell in love with the energy. I could tell that whatever is happening here is awesome."

Like Laura, Paul Dewey also felt a connection to Shepherd Center early during his time at the hospital, when a meeting with a volunteer gave him a new goal in recovery.



"I really wanted to give back to Shepherd Center," Paul says. "Volunteering is needed at the hospital. I remember when volunteers gave me a present on Christmas morning when I was an inpatient. I was blown away and knew volunteering would be my jam."

At the time, Paul was in the Brain Injury Rehabilitation Program, recovering from a stroke. On Nov. 30, 2016, Paul, 61, was exercising at his CrossFit gym when he suddenly stopped moving, and his coach noticed his face had drooped on one side. Paul had a stroke resulting in aphasia and apraxia, and his upper right side and 30% of his leg were affected. He was rushed to Wellstar Kennestone Regional Medical Center for emergency surgery. Following the hospital stay, he transferred to Shepherd Center, where he participated in five weeks of intensive physical, speech, and occupational therapy. He then continued his progress by dedicating three months to outpatient rehabilitation at Shepherd Pathways.

"The therapists and doctors took good care of me," Paul explains. "It has a family vibe. They want you to get better, but it's not a pity party atmosphere. I really liked how they challenged me."



As Paul puts it, he committed himself to getting a little better every day. An athlete his entire life, he knew how to push himself the right way, and six months post-stroke, he had returned to CrossFit. But he wouldn't stop there – he still wanted to return to Shepherd Center and volunteer. Starting in 2018, he began volunteering as a gym runner. Once a week, he gets gym equipment for patients, cleans up after sessions, and most meaningfully, talks to patients and families.

"I really like talking to patients and families," Paul says. "After my stroke, I told myself, 'You're alive, not dead. Pick yourself up, dust yourself off, and continue on.' It's personally fulfilling to me to give back any way I can."

Shepherd Snapshot

With over five decades of experience, Shepherd Center provides world-class clinical care, research, and family support for people experiencing the most complex conditions, including spinal cord and brain injuries, stroke, multi-trauma, traumatic amputations, multiple sclerosis, and pain.

An elite center ranked by *U.S. News & World Report* as one of the nation's top 10 hospitals for rehabilitation, Shepherd Center is also recognized as both a Spinal Cord Injury and a Traumatic Brain Injury Model System. Shepherd Center treats thousands of patients annually with unmatched expertise and unwavering compassion to help them begin again.

Inpatients Served in FY26 (Discharges)



Spinal Cord injury (SCI):
247



Acquired Brain Injury (ABI):
322



Stroke:
165



Dual Diagnosis (SCI and ABI):
93



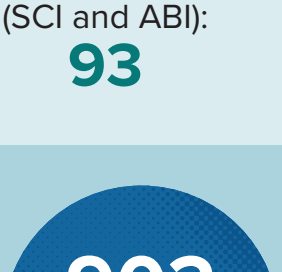
Neurological:
23



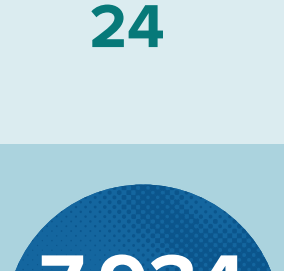
Skin, Wound:
24



Other:
28



Total Inpatients Discharged from Shepherd Center



Unique Outpatients Served at Shepherd Center

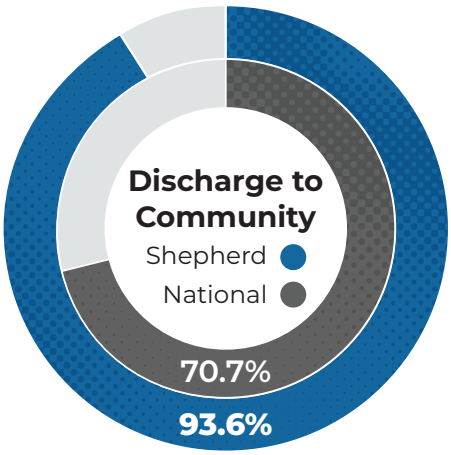
Data Source: Uniform Data System for Medical Rehabilitation (UDS) and Epic

Instilling Hope

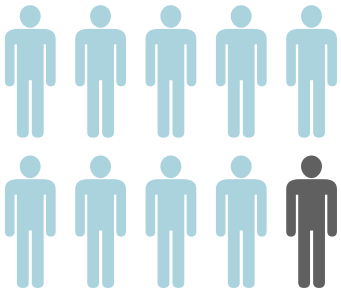
Hope is returning home, returning to the community, and may include returning to work, school, and hobbies after a life-changing injury or illness.

That's why Shepherd Center provides patient and family education on returning home and returning to work or school, reducing risk of complications or extra hospital visits after discharge, while preventing the emotional and financial burdens of having a loved one in a long-term care facility.

88%
of our patient population is classified with major or extreme severity of illness

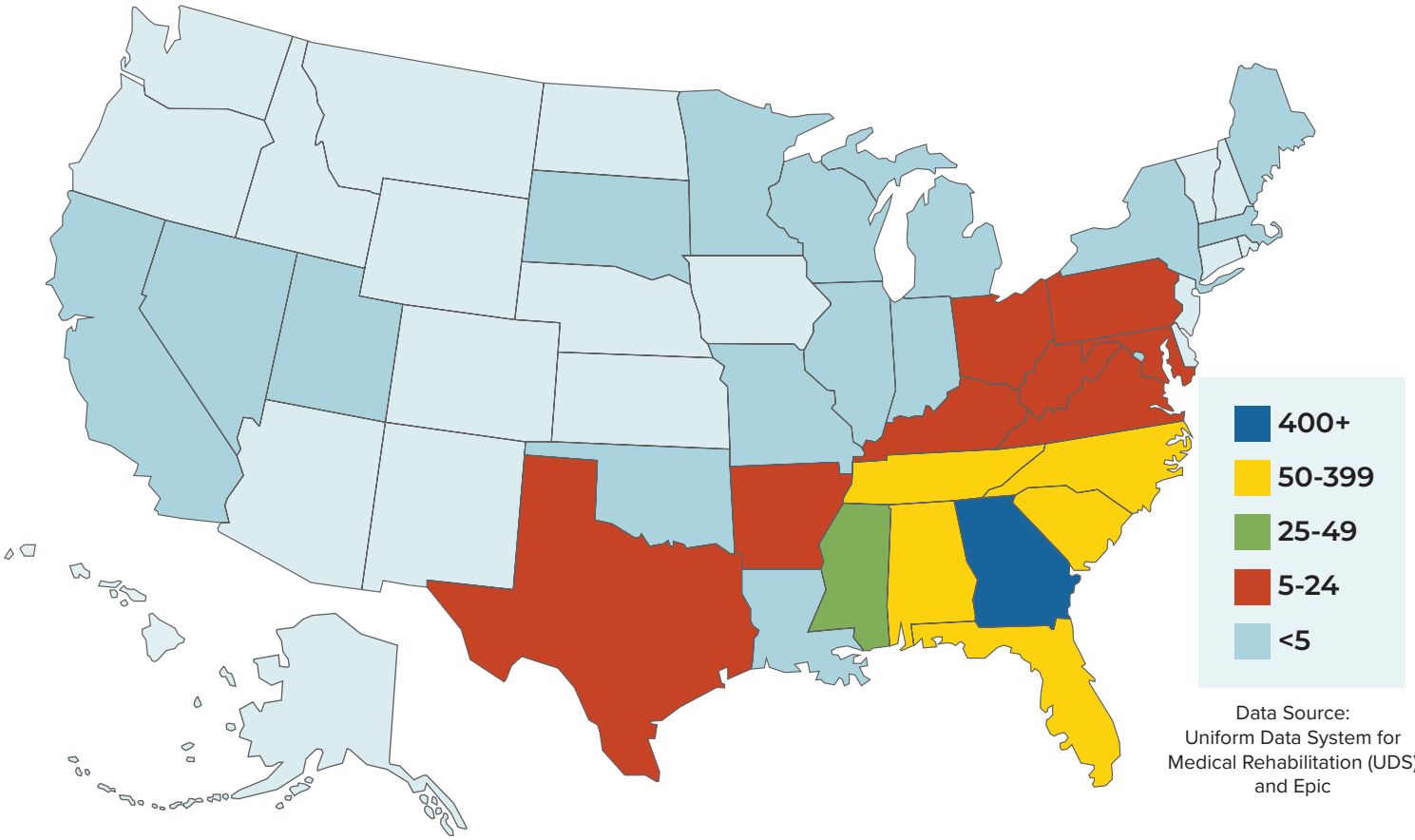


Percentage of patients who were able to return to the community after rehabilitation instead of going to an additional care facility.



Fewer than 1 in 10 patients needed rehospitalization for any reason within 30 days of discharge from Shepherd Center. This very low rate results from Shepherd's focus on patient and family training and transition support.

Inpatient Discharges by State



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


SLUGGERS

Spinal Cord Injury Rehabilitation Program

Hope is Compassionate Care

When a spinal cord injury (SCI) patient and their family and friends arrive at Shepherd Center, everything changes. After a whirlwind few days, weeks, or even months in an acute care hospital, they are welcomed into an environment where they can begin preparing for their new life — an environment where hope is at the heart of everything.

For many of these patients, their first stop will be Shepherd Center's on-site intensive care unit. From there, they will progress to comprehensive inpatient rehabilitation, equipping them with the skills and tools they need to navigate life post-injury. Once they no longer need 24-hour medical care, they may move on to the day program, or other outpatient services, including Beyond Therapy®, health and wellness activities, and vocational support, all designed to help patients thrive.

Instilling Hope for the Future

After sustaining a SCI, it's natural to feel anxious or apprehensive about the future. But Shepherd Center's compassionate staff is dedicated to showing patients that no matter their injury, they can still live a fulfilling life — returning to independence and the things they love most, from a longtime job to playing baseball with their kids to making projects in a wood shop, among other things.

In fiscal year 2026, Shepherd Center continued to help rebuild the lives of those living with the most complex injuries. 67.7% of patients with SCI were meeting discharge expectations for self care, higher than the national average of 65.9%. Additionally, 73.4% of patients with spinal cord injuries at Shepherd Center had traumatic injuries, compared to just 21.1% of SCI patients nationwide.

Shepherd Center continues to support patients with SCI in its continuum of care. In fiscal year 2026, the hospital served 349 patients in the Spinal Cord Injury Day Program, and 392 patients in the Spinal Cord Injury Outpatient Program.

With the unmatched expertise and unwavering compassion of Shepherd Center's staff, patients with traumatic spinal cord injuries were able to return to their communities at a rate 21.5% higher than the national average.



"The culture here at Shepherd starts with care, with empathy. So, from day one of being here, all of my needs were met. Any question I had, there was somebody that had an answer, and I just remember having this overall sense of feeling welcomed."

— David McBrayer,
Former Spinal Cord Injury Patient

Scan the QR code or visit Shepherd Center's website to hear David's story in his own words.

By the Numbers

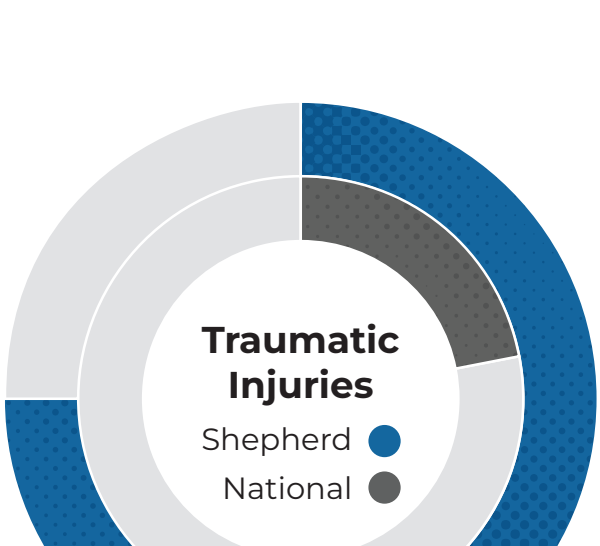
Spinal Cord Injury
(April 1, 2025 – March 31, 2026)

247
Inpatients discharged from Spinal Cord Injury Rehabilitation Program at Shepherd Center

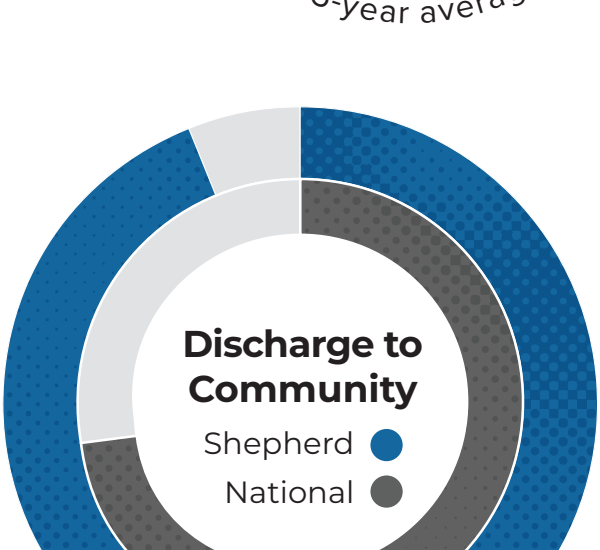
42
Average age of patients at Shepherd Center with spinal cord injury

82%
Patients with spinal cord injuries liberated from ventilators*

*5-year average



The percentage of patients at Shepherd Center whose spinal cord injuries were traumatic.



*Percentage of patients with traumatic spinal cord injuries who were able to return to the community after rehabilitation at Shepherd Center instead of going to an additional care facility.

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

Why this matters: Shepherd Center's patients are recovering from complex illnesses and injuries in the primes of their lives. The average age of patients at Shepherd Center with a spinal cord injury is 42. By preparing patients to safely and independently return to their communities, Shepherd staff minimizes the risk of complications or extra hospital visits after discharge, while preventing the emotional and financial burdens of having a loved one in a long-term care facility.

Innovative Care for Complex Conditions

Providing Expert-Led, Technology-Driven Gait Training for All Patients

Shepherd Center's Locomotor Training Program provides intensive, task-specific gait training for individuals with neurologic injury in the SCI units, Acquired Brain Injury units, and the Comprehensive Rehabilitation Unit, in inpatient and outpatient settings. The program offers approximately 90 sessions each week, delivering more than 3,400 sessions in fiscal year 2026. Using body-weight-supported treadmill systems, robotic technology, and overground training, care is delivered by a skilled team of physical therapists with support from a specially trained team of PT/OT aides. This steady growth reflects the program's expanding role in supporting patient recovery in the SCI program and across the center.



Offering Treatment and Education on Complex Edema After SCI

The SCI program's Certified Lymphedema Therapists (CLTs) provide highly skilled, patient-centered care to individuals managing complex edema following spinal cord injury. Through comprehensive evaluation, hands-on treatment, and individualized education, they help patients reduce swelling, improve function, and enhance overall quality of life. Their expertise supports both immediate symptom management and long-term self-care, empowering patients to better understand and manage their condition. This specialty service expands access to an often-under-recognized area of rehabilitation and reflects Shepherd Center's commitment to innovative, whole-person care.

Leading Bi-Weekly Yoga to Connect Patients to Their Bodies and Each Other

"Broga" is a bi-weekly adaptive yoga class that takes place in the auditorium and serves the inpatient SCI program, CRU, and day program patients. For two hours, patients with different abilities, injury levels, and goals come together to find greater connection to their bodies and one another. Starting with floor transfers and layering in breath work, strength training, prolonged stretching and mindfulness, "Broga" allows people to see the changes in their bodies week to week. With a power-based yoga approach, the class has elements of relaxation but also focuses heavily on strength, dynamic movements, endurance, and progressing functional outcomes. Each class is themed with patient-driven playlists, creatively named poses and a fun atmosphere to make yoga accessible and empower patients both on and off their mats.


PROJECT
ROLLWAY
SHEPHERD CENTER ADOLESCENT PROGRAM

Brain Injury Rehabilitation Program

Hope is Compassionate Care

For patients and their loved ones navigating a brain injury or stroke, there can be a lot of uncertainty. Following a brain injury, a person may have changes in communication, thinking, behavior, emotions or responses, may not be able to eat, drink, or breathe on their own, and may even be in a low-level state of consciousness. The days and weeks following a brain injury or stroke can be frightening, but Shepherd Center helps families find hope.

Shepherd's Brain Injury Rehabilitation Program helps patients and their loved ones navigate life after a brain injury or stroke. Within the inpatient program, the specialized Disorders of Consciousness program treats patients experiencing low-level states of consciousness and helps loved ones understand a patient's condition and care needs, whether they fully emerge during their time at Shepherd Center or if they remain in a minimally conscious state.

Shepherd Pathways, a day program and outpatient program for patients recovering from brain injury and stroke, extends rehabilitation so patients and families can work toward their goals. These programs, combined with support from the Vision Clinic, specialty outpatient services, vocational therapy and counseling, Beyond Therapy®, and transition support, help patients find hope and healing in their recovery journey.

Instilling Hope for the Future

In fiscal year 2026, 80.5% of patients with brain injuries at Shepherd Center had traumatic injuries, compared to 31.5% at other facilities, meaning Shepherd's staff treats 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 that result in the need for a ventilator. In fiscal year 2026, 95.5% of patients with brain injury and 93.1% of patients with stroke were discharged to the community, well above the national average. Additionally, in fiscal year 2026, Shepherd Pathways treated 226 Day Program patients, 25 residential patients, and 410 outpatients.



"When I was first admitted, the nurses, the techs, and everybody made me feel welcome … they're all professional, nice, kind, and treated me and my family like their own family — and that's what I truly appreciate about Shepherd Center."

— Kevin Sei, Former Brain Injury Patient

Scan the QR code or visit Shepherd Center's website to read more about Kevin's story.

By the Numbers

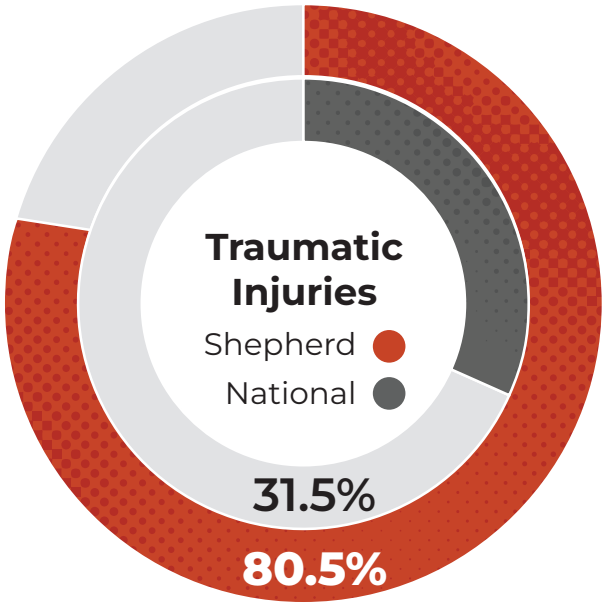
Acquired Brain Injury
(April 1, 2025 – March 31, 2026)

322
Inpatients with traumatic and acquired brain injuries discharged from the Brain Injury Rehabilitation Program

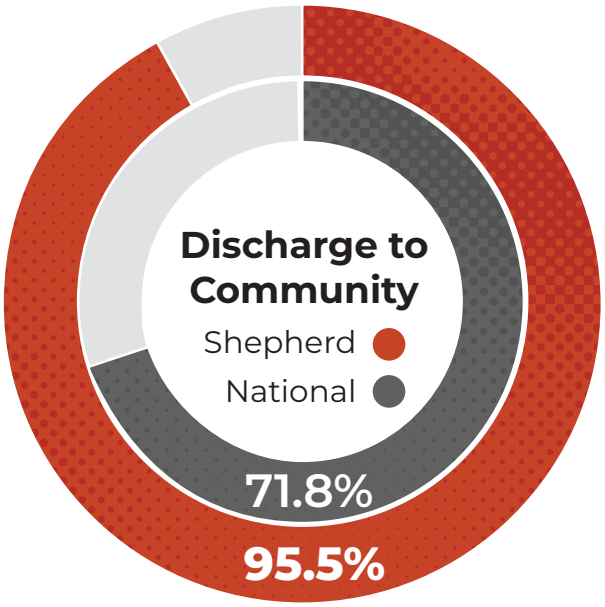
35
Average age of patients at Shepherd Center with an acquired brain injury

89%
Patients with acquired brain injury liberated from ventilators*

*5-year average



The percentage of patients at Shepherd Center whose brain injuries were traumatic.



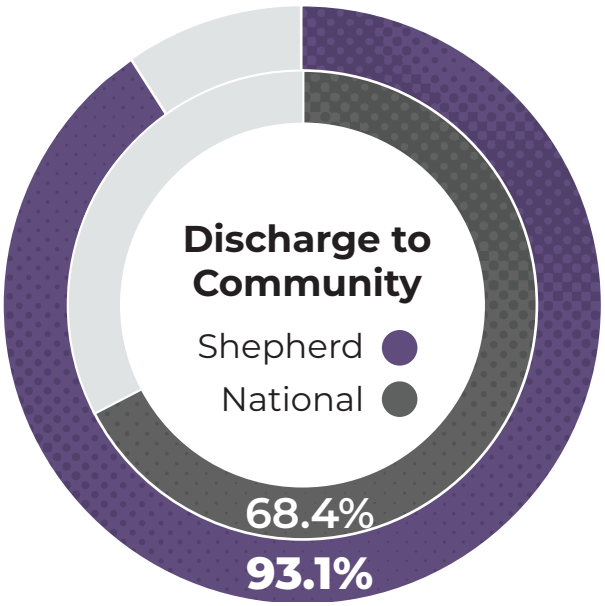
*Percentage of patients with traumatic brain injuries who were able to return to the community after rehabilitation at Shepherd Center instead of going to an additional care facility.

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

Why this matters: Shepherd Center's patients are recovering from complex illnesses and injuries in the primes of their lives. The average age of patients at Shepherd Center with an acquired brain injury is 35. By preparing patients to safely and independently return to their communities, Shepherd staff minimizes the risk of complications or extra hospital visits after discharge, while preventing the emotional and financial burdens of having a loved one in a long-term care facility.

By the Numbers

Stroke
(April 1, 2025 – March 31, 2026)



*Percentage of patients with strokes who were able to return to the community after rehabilitation at Shepherd Center instead of going to an additional care facility.

165
Inpatients with stroke who discharged from the Brain Injury Rehabilitation Program

80%
Percentage of patients with strokes liberated from ventilators*

*5-year average

52
Average age of patients at Shepherd Center who are rehabilitating after a stroke

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



Innovative Care for Complex Conditions



Preparing to Open a New Acquired Brain Injury Unit

In fiscal year 2026, Shepherd's Brain Injury Program team was deep in preparations for the opening of a new brain injury unit in fall 2026. The expansion, which will increase capacity to a total of 85 brain injury beds, is the result of a collaborative effort between program leadership, staff, hospital leadership, and construction partners. Since 2024, staff have spent time reviewing operational details, including unit design, equipment procurement, staffing models, workflow processes, communication systems, and consistency across all ABI units.

Informing Physicians and Families on Disorders of Consciousness Emergence

When a patient arrives in the Disorders of Consciousness (DoC) Program at Shepherd Center, they may be experiencing unresponsive wakefulness or a minimally conscious state. Thanks to a cross-departmental collaboration, Shepherd physicians will have a new tool to inform treatment and family planning for patients in the DoC program. Over several years, Shepherd data scientists developed a model based on outcomes from previous DoC patients to determine the likelihood of emergence by a given time for different cohorts of DoC patients based on factors like their current condition and type of brain injury. Then, in fiscal year 2026, Shepherd Center Information Systems specialists used the models to build a user-friendly dashboard for brain injury physicians, which will be updated weekly with new patient data from the hospital's electronic health record system. While not a prediction tool for emergence in individual patients, the tool will inform physicians, families, and insurance payors about DoC emergence and what's possible for brain injury patients.

Giving Nurses More Agency to Address Seizures & Protect Patients

Shepherd Pathways, the hospital's outpatient treatment program for people with brain injuries, and Spring Creek Residential, implemented a standardized nursing Ativan protocol to improve the timely management of seizures and agitation episodes across care settings. Ativan is used in emergency situations to stop active seizures or manage neurobehaviors to prevent escalation. This initiative established clear clinical criteria for administering medication to promote rapid intervention. The protocol enhanced nursing consistency in acute event management while supporting patient safety and stabilization during high-risk episodes. By aligning practices across outpatient and residential programs, the team strengthened continuity of care and ensured a more coordinated response to neurologic events. This effort reflects a broader commitment to evidence-informed practice, proactive symptom management, and delivering high-quality care for individuals with complex neurologic needs.





Specialized Inpatient Care

Hope is a Solid Foundation

Shepherd Center is the only freestanding rehabilitation hospital focusing on brain and spinal cord injuries nationwide with an intensive care unit (ICU) on site.

This 10-bed ICU allows Shepherd Center to admit patients just days or weeks after their injury, enhancing their recovery and making the most out of valuable rehabilitation time. Patients often begin rehabilitation within their first 24 hours at Shepherd, giving them and their families a glimpse of what's possible and hope for their rehab journey.

The on-site ICU also allows Shepherd Center to admit patients using ventilators. Patients using ventilators 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 overnight ventilator weaning to allow for closer monitoring, providing them with a solid foundation for vent weaning and recovery long-term.

And, if a patient experiences a medical setback, the value of an on-site ICU becomes even more apparent. A patient who developed complications in a rehabilitation facility without an ICU would need to be discharged from that rehab hospital, admitted to a local acute care facility, and then readmitted to rehab once stabilized. The ICU at Shepherd prevents the need for multiple time-consuming hospital transfers, giving patients and families more time to focus on what matters most. In fiscal year 2026, Shepherd Center admitted 314 patients directly to its ICU.

Hope is Expert-Led Care

Shepherd Center got its start as a spinal cord injury rehabilitation hospital, but it now provides inpatient care for dozens of conditions, including brain injuries, stroke, multiple traumas, traumatic amputations, dual diagnoses of spinal cord injuries and brain injuries, pulmonary complications, multiple orthopedic injuries, and new or complicated diagnoses of neurological diseases.

Shepherd's Complex Rehabilitation Unit (CRU) gives the hospital the expertise and flexibility it needs to accept patients with these diagnoses and more. The expert team in the CRU is cross-trained and has a breadth of experience in caring for patients' advanced medical needs while helping them begin rehabilitation as early as possible. All patients and families in the CRU are assigned a consistent medical team that includes a physician and advanced practice providers, nurses, physical, occupational, speech, respiratory, and recreation therapists, a case manager, a dietician, and a psychologist, among others. This approach leads to better outcomes for patients, with research confirming 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.



"I would say that my role helps patients experience a sense of normalcy. It helps them focus on doing their therapy and getting stronger. I'm there to make sure that they are [medically] stable, so they don't have to think about anything else."

— Eliza Reese, CRRN, Comprehensive Rehabilitation Unit Nurse

Scan the QR code or visit Shepherd Center's website to read more about Eliza's story.



SHARE Military Initiative at Shepherd Center

Hope is Compassionate Care

Veterans, service members, and first responders give years of their lives in service to their communities and country. The SHARE Military Initiative at Shepherd Center gives them hope.

For veterans, service members, and first responders who sustain mild to moderate traumatic brain injuries, SHARE is a launching pad for a renewed sense of stability and purpose.

Provided at no cost to clients and families, SHARE is a comprehensive rehabilitation program with flexible options, a collaborative approach to care, community reintegration, and donor-funded support services, including housing assistance for eligible participants.

Instilling Hope for the Future

SHARE connects clients with a dedicated treatment team, including providers specializing in neurology, rehabilitation medicine, physical, occupational, speech, and recreation therapy, and psychology.



SHARE also offers access to recreation therapy outings, financial planning services, vocational rehabilitation, access to the hospital's fitness center and Olympic-sized pool, and a year of transition support upon completion of the program.

During fiscal year 2026, SHARE served 197 unique clients through treatment and transition support, which includes consistent check-ins and home visits from SHARE team members.



"SHARE is a community where nobody judges you. I thought I was going through this process alone, but they pull you in immediately. We cheered each other on. It was the best thing I've done so far."

— Deltrick Elmore, Former SHARE Client

Scan the QR code or visit Shepherd Center's website to read more about Deltrick's story.

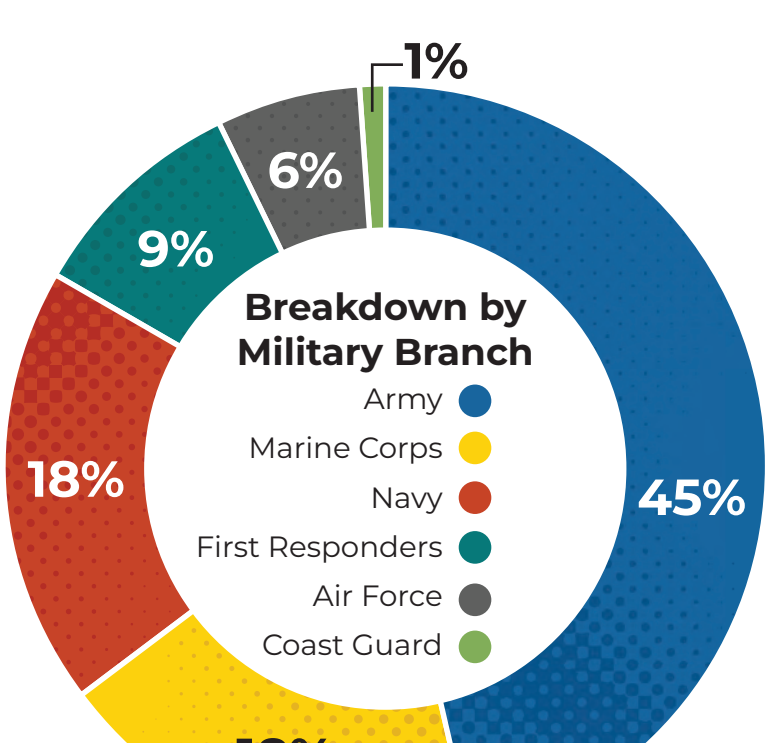
By the Numbers

SHARE Military Initiative
(April 1, 2025 – March 31, 2026)

29%
of clients were active-duty service members

45
Average client age

92.3%
of client-set goals were met or exceeded





Innovative Care for Complex Conditions

Launching an Additional Care Team

In the spring of 2026, SHARE added a new care team to support additional clients. The program welcomed neurologist Haley Shade, M.D., as well as an additional case manager, physical therapist, occupational therapist, and speech-language pathologist to build out the new team.



The program also restructured the existing two care teams, ensuring each team has a balanced mix of professionals just beginning their time at SHARE and clinicians experienced with SHARE and its clients. Many new staff members joined SHARE after working in PRN or float positions at the main hospital, allowing these individuals to apply their expertise in a new setting while continuing their careers at Shepherd Center.

Increasing Program Capacity

With the addition of the new care team, SHARE's client capacity increased from 20 to 30. Program leadership took additional steps to ensure the program was ready to support 10 additional clients, restructuring the program's schedule and ensuring enough housing was available for all clients.

The program's recreation therapist increased the number of weekly outings, so all clients have opportunities to explore the community and receive the benefits of recreation therapy. Throughout onboarding new clinicians, restructuring the schedule, and preparing additional housing, SHARE never stopped treating clients.

Expanding Group Class Offerings

Individualized treatment is a critical part of SHARE's rehabilitation approach, but this doesn't mean all treatment is done at an individual level. Group classes ranging from music sessions to exercise groups give clients a chance to participate in therapy while building camaraderie with each other.

In fiscal year 2026, SHARE launched additional exercise classes, a new relaxation and stretch class, and a reading group. The program also now hosts weekly "dog yoga" with help from Shepherd Center facility dog, Jaxx, and his handler Julie Shepherd, CCM, C-AAIS, LMSW, CLCP.

A Worthwhile 'Why'

Collaboration Makes Hospital Renovations A Success



During renovations at Shepherd Center's main hospital, former administrative offices were transformed into patient rooms and therapy gyms, outpatient clinic spaces underwent complete redesigns, and high-traffic corridors were closed for weeks at a time. Construction occurred on every level of the hospital except the pool level, with 25% of the hospital undergoing renovations. A near constant flow of construction workers moved throughout the building, toting heavy equipment and gear.

Through it all, Shepherd Center never stopped caring for patients and families.

Thanks to a collaboration between hospital staff, volunteers, and construction partners, renovations at Shepherd Center's main hospital have been a major success — increasing access for future patients and visitors all while continuing to prioritize patient care, safety, and experience, not to mention finishing months ahead of schedule.

When preparations began for hospital renovations several years ago, leadership began by communicating the reasoning for the project. The renovations weren't just cosmetic — they would add new inpatient beds to the Brain Injury Rehabilitation Program, enhance outpatient clinic spaces, and increase the overall efficiency of the hospital's layout. This helped staff get on board right away, says Chief Operating Officer Shari McDowell, PT, DPT, FASIA, FACHE.

"It was crucial to help staff and leadership in impacted spaces understand the 'why,'" she says. "Construction is inconvenient, and it's a lot of extra work on top of what they already do. But the 'why' is important — we were turning away people who needed our care."

Getting staff on board was only the beginning of the project. As the start date for renovations neared, leadership began juggling many moving parts: moving staff offices out of construction zones and into new (sometimes temporary) locations; guiding patients and visitors to alternate routes when corridors were closed due to construction; and of course, keeping patients top of mind: minimizing construction noise, maintaining a clean and safe environment, and continuing to provide patient care throughout the multi-phase project.

McDowell credits hospital staff and the project construction partners alike with the project's success. Staff remained flexible and attentive throughout, adjusting typical routes, moving to temporary locations when their workspaces were impacted, and advocating for patient needs. May Architecture, which developed the renovation plans, specializes in renovation projects in operating medical facilities, and their expertise was essential. With the firm's detailed plans as a road map, Choate Construction began work in the hospital, often working on nights and



weekends to minimize impacts on hospital operations. McDowell says Choate was an ideal construction partner: respectful of the hospital's patients and families, mindful of noise levels and keeping a tidy workspace, and adjusting accordingly if issues arose.

"[Choate has] become part of our family," McDowell says. "They believe in what we do, and they even won an award in their own industry for the work that they've done here. They are partners with us to figure out the best way to solve problems."

In addition to the construction partnership with Choate, McDowell says the renovations would not have been possible without help from project management team BDR, which acted as the owner's agent — researching, vetting, and negotiating with vendors and monitoring the project's budget and purchase orders.

Additionally, BDR assisted Shepherd Center's facilities team with signage, coordinated deliveries, and organized moves when administrative offices and outpatient clinics changed locations.

Perhaps one of the most widely felt impacts of the construction, the project required major work on the hospital's first floor. The corridor is a high-traffic area for all staff, patients, and visitors, connecting parking decks to the main hospital entrance. When sections of this corridor closed and required people to take alternate routes, McDowell turned to Alex Seblatnigg, CAVS, CPXP, Shepherd Center's director of volunteer services and internal engagement, to help direct traffic.

"When you come to a wall or a construction partition, and you don't know where to go, it's stressful, especially for newly admitted families who are already not sure where they're going," Seblatnigg says. "And we were directing people through the ground floor of the hospital and past areas that people don't always see. We knew that would be confusing. And the beauty of volunteers is they're used to directing people with a smile while putting them at ease."

In addition to helping families and other visitors, volunteers played a crucial role in helping Shepherd Center outpatients navigate the new central check-in process and find their clinic, several of which have moved over the past year. Volunteers assisted patients by escorting them to the new clinic locations. And when the changes caused patients to run a few minutes behind, volunteers called clinic staff to let them know they were on their way.

"If you have driven up from Macon, and you booked this appointment three or six months in advance, the last thing you want is to feel like you're running behind," Seblatnigg says. "The volunteers were armed with not only physical directions, but also the phone numbers of all the different clinics. They could call ahead and say, 'Hey, a patient is here for her 11 a.m. appointment, I know it's 10:59 a.m., we're on the way.'"

Even with the obstacles posed by construction, McDowell says the vast majority of patients and families were understanding — like the hospital staff, they knew temporary inconveniences were well worth the long-term gains.

"We were expecting massive complaints, and we did get a few, but truthfully, we really didn't get many," McDowell says. "The whole point was expanding access to care, and the current patients understood that. They were amazing, our patients, our families, our visitors, our volunteers and our staff."

Community-Based Programs

Hope is a Support System

Recovery from complex injuries and conditions requires lifelong care and unwavering support. Shepherd Center offers specialized outpatient clinics and comprehensive services designed to help patients and their families build their community of care. Community-based services are staffed by a compassionate and highly skilled team dedicated to creating personalized care plans. In addition to outpatient clinics, the hospital offers a range of outpatient services to support the rehabilitation journey. These services include state-of-the-art imaging facilities for accurate diagnoses, telehealth options for virtual follow-ups, vocational rehabilitation programs to assist with returning to work, and much more. In fiscal year 2026, community-based programs served 7,934 unique patients in 71,262 visits.

Beyond Therapy®

Beyond Therapy brings cutting-edge rehabilitation to Shepherd Center and the community. By integrating the latest neuroplasticity research with intensive physical therapy and exercise physiology, Beyond Therapy helps clients stimulate neural regeneration, rebuild strength, and restore function. In fiscal year 2026, Beyond Therapy served 100 patients in 7,041 visits.

Center for Assistive Technologies



The Center for Assistive Technologies helps individuals regain independence after a neurological injury or condition. Challenges with mobility and cognitive function can impact daily activities like using devices, controlling home environments, and driving. The team develops, tests, and customizes assistive technologies to support rehabilitation, empowering patients to navigate life with greater ease and autonomy.

Access Technology Lab

Assistive technology therapy is an integral part of the rehabilitation journey and helps foster independence and environmental control in daily activities like switching on a light, preparing a meal, or using a mobile phone, tablet, or computer.

In fiscal year 2026, in addition to serving 349 inpatients and day program patients over 2,038 visits, the team in the Access Technology Lab served over 45 patients over 89 visits on an outpatient basis.

Driving Evaluation and Rehabilitation Program

Driving is often essential for independence. Shepherd Center's Driving Evaluation and Rehabilitation Program helps clients evaluate, understand, and use available transportation options after experiencing loss or change in mobility or cognitive function. Specialty trained occupational therapists address safety and accessibility issues and the unique transportation concerns of people living with disabilities after a spinal cord injury, brain injury, or as a result of another condition. Mobility evaluations include on-the-road examinations, lessons, and fittings for vehicle modifications. In fiscal year 2026, 585 patients visited the Driving Evaluation and Rehabilitation Program in 752 visits.

Wheelchair Seating and Mobility Clinic



Wheelchair seating and fitting go beyond mere accommodations — they are pivotal in enhancing overall well-being, ensuring individuals experience the highest quality of life and mobility. The Wheelchair Seating and Mobility Clinic offers a range of seating and mobility services for people with disabilities, including assessments, fitting and training in use of devices, pressure mapping, and cushion and posture evaluations. 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 1,881 patients in 3,702 visits in fiscal year 2026.

Complex Concussion Clinic

Adolescents and adults with concussions from sports injuries, falls, car accidents, or other incidents are at risk for a prolonged or complicated recovery. Shepherd's Complex Concussion Clinic (CCC) specializes in helping patients navigate the lasting impacts of their concussion, managing symptoms with a multi-disciplinary approach to get them back to work, school, and sports. As the only healthcare provider in Atlanta offering fully-integrated, multidisciplinary concussion treatment, the CCC served 460 clients in 5,150 visits over the course of fiscal year 2026.



"[Driving rehabilitation] has been the most beneficial to me. With the progression of [my multiple sclerosis], and the inability to be as mobile as I want to be, [driver training] has provided me with the will and desire to continue to do things — it gives me joy to know this is one thing that hasn't been taken."

— Gloria Bone, Client, Driving Evaluation and Rehabilitation Program

Scan the QR code or visit Shepherd Center's website to read more about Gloria's story.

Dean Stroud Spine and Pain Institute

Chronic pain is a complex medical problem that can profoundly impact an individual's physical and mental well-being. 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 fiscal year 2026, 1,403 patients received care in 8,028 visits.

Imaging Services

To ensure seamless care, 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 2,888 patients in 4,748 outpatient procedures in fiscal year 2026.

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 patients using a wide range of neurological and rehabilitative services. This comprehensive program offers treatment through FDA-approved medications, research, participation opportunities, educational programs, recreation therapy, case management, psychology, and neuropsychology services for individuals living with MS. In fiscal year 2026, the institute served 2,960 patients in 13,531 visits.



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

With a multidisciplinary team including physical and occupational therapists, speech-language pathologists, and case managers, among others, 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 fiscal year 2026, 577 patients received care in 11,567 visits.

Neuropsychology Outpatient Therapy Clinic

In Shepherd Center's Neuropsychology Outpatient Clinic, neuropsychologists perform comprehensive neuropsych evaluations for individuals with concerns about their cognitive 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 fiscal year 2026, providers saw 1,279 patients in 8,806 visits.

Rehabilitation Medicine Clinic



Neurological injuries and illnesses often require lifelong care. That's where Shepherd's Rehabilitation Medicine Clinic comes in. Providing medical and case management, the clinic's specialists guide both former Shepherd inpatients as well as community members, including those who have relocated to the Atlanta area and adolescent patients transitioning from pediatric care into adulthood. The clinic uses a team approach blending medical, physical, and psychological care to improve patient functionality, independence, and overall quality of life. In fiscal year 2026, the clinic served 2,003 patients in 4,671 visits.

Transition Support Program

A patient's journey isn't over when they've completed inpatient rehabilitation — it's just beginning. The Transition Support Program prepares patients for what comes next, preventing rehospitalization, improving health and safety outcomes, and promoting patient and family autonomy. The program provides an average of eight weeks of follow-up support for patients and families who need it, making the transition home as smooth as possible. Referred clients enroll in the Transition Support Program free of charge. In fiscal year 2026, Transition Support served 188 individuals.

Upper Extremity Rehabilitation Clinic

The hands, wrists, and elbows are essential for daily activities and independence. When recovering from a neurological, orthopedic, or peripheral nerve injury, limited upper extremity function can be an obstacle. The Upper Extremity Clinic offers therapy and treatment to improve arm, wrist, and hand function, to help patients restore independence and get back to the things they love most. In fiscal year 2026, the Upper Extremity Clinic served 135 patients in 290 visits.

Urology Clinic

Shepherd Center's Urology Clinic provides expert care tailored to individuals managing long-term urinary complications, such as neurogenic bladder. These issues often arise from spinal cord injuries, brain injuries, strokes, or conditions like multiple sclerosis. The clinic addresses the broader impact of these challenges, focusing on kidney health, urinary continence, and reducing complications like urinary tract infections (UTIs). In fiscal year 2026, the Urology Clinic served 556 patients in 1,638 visits.

Wound Clinic

Individuals with complex neurological injuries or conditions are particularly susceptible to developing chronic wounds, whether linked to the initial injury or the onset of the underlying condition. Shepherd Center's Wound Clinic team understands the diverse challenges associated with chronic wounds and is committed to delivering comprehensive care tailored to each patient's unique needs. In fiscal year 2026, 132 patients received care in 388 visits to the Wound Clinic.



Innovative Care for Complex Conditions

Shepherd Center develops community-based outpatient programs based on patient needs. Leaders in the outpatient clinics are constantly looking for ways to enhance the patient experience and help them build a strong foundation of health.

In fiscal year 2026, staff did this by:

Settling into New Clinic Spaces

In fiscal year 2026, the Pain Institute, Multiple Sclerosis Institute, Center for Assistive Technologies, Rehabilitation Medicine Clinic, and psychology team settled into new clinic spaces as part of Shepherd Center's ongoing expansion and renovation efforts. The Pain Institute and Center for Assistive Technologies moved to the Marcus Center for Advanced Rehabilitation, where both programs have added space, larger, more private treatment areas, and new dedicated waiting areas for patients and their families. The MS Institute moved to a renovated portion of the main hospital with 26 private rooms for patients receiving infusions or other treatments. Also, in fiscal year 2026, community-based program leadership prepared to launch a centralized check-in for all outpatient appointments, ensuring patients arrive at the right place at the right time. The central check-in opened in spring 2026.

Welcoming New Healthcare Providers

To support patients and maximize appointment availability, several outpatient programs welcomed new providers in fiscal year 2026. The Rehabilitation Medicine Clinic, Shepherd's primary outpatient medical clinic for former inpatients to receive ongoing care, welcomed physiatrist Priyanca Shah, D.O., MBA, and advanced practice provider Etsegenet "Mimi" Endale, DNP, FNP-C, who formerly worked with patients in the Pain Institute. The Rehabilitation Medicine Clinic welcomed advanced practice provider Anisha Alexander, DNP, APRN, AGPCNP-C, WCC, and the Pain Institute welcomed the return of nurse practitioner Katie Howard, NP, who previously worked as an RN in the clinic. Shepherd Center also welcomed Bruce Ziran, M.D., as the hospital's new Medical Director of Orthopedics. Outpatient clinics also continued to partner with physicians at Piedmont Atlanta Hospital, such as urologist Christopher Keith, M.D. Partnering with these physicians provides more flexibility to patients and access to additional procedures and consultations.

Expanding Offerings for Optimized Care

Shepherd's community-based programs strive to continuously improve patient care by expanding access to innovative technologies and treatments. In fiscal year 2026, the MS Institute began offering the Octave MSDA test, a blood test to measure and monitor disease activity in patients with MS. The Pain Institute began offering the Iovera procedure, an innovative new option for targeted, non-opioid pain relief. The team launched a dedicated scope clinic for patients undergoing endoscopies, streamlining the process for patients and clinical teams. Imaging Services implemented new ultrasound machines and standardized CT Stereo Surgical Protocol to improve image quality on initial screenings, resulting in fewer repeat exams and reduced radiation exposure. The team also enhanced its workflow for same-day outpatient imaging and image-release processes, reducing wait times and providing timely access to imaging services and records.





Research and Innovation

Hope is Redefining Recovery

For decades, Shepherd Center researchers have partnered with clinicians, patients, and care partners to identify the challenges of living with and treating neurological injuries and illnesses, resulting in a research program like no other.

In fiscal year 2026, the program reached a new milestone as research teams settled into the James M. Cox Innovation Institute in the new Marcus Center for Advanced Rehabilitation. The new space brings together all of the research and innovation programs onto one floor to facilitate cross collaboration and co-innovation. It's also home to the Human Performance Lab, which provides new opportunities for Shepherd Center researchers to evaluate patients and research participants that previously weren't possible, ushering the Virginia C. Crawford Research Program into a new era of discovery and innovation to provide cutting edge neurorehabilitation for Shepherd patients.

Shepherd Center's rigorous and integrated research program is powered by competitive funding from the National Institutes of Health (NIH), the U.S. Department of Defense, the National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR), Patient-Centered Outcomes Research Institute (PCORI), as well as private foundations, corporate partners, and philanthropic donors — fueling discoveries that transform care for people with complex neurological conditions. Additionally, Shepherd Center is one of only a few elite hospitals designated as both a Spinal Cord Injury Model System and a Traumatic Brain Injury Model System, reflecting its status as a top-tier hospital and research hub.

In fiscal year 2026, more than 5,838 people participated in 84 active studies, and Shepherd Center researchers and clinicians had 64 publications, 2 books, and gave 109 presentations.

Shepherd Center drives six areas of research...



Assistive Technology and Innovation

The Center for Assistive Technologies (CAT) advances Shepherd Center's clinical mission through scholarly activities that support the Wheelchair Seating and Mobility Clinic, Access Technology Lab, and Driving Evaluation and Rehabilitation Program. CAT's research work focuses on three areas: practice-driven research, technology development, and industry collaboration and evaluation.

Practice-driven research addresses real-world challenges identified by clinicians to improve patient outcomes. Recent projects have examined wheelchair decision-making, education on power assist technologies, and communication solutions for individuals experiencing temporary voice loss. Technology development leverages CAT's Rehabilitation Engineering team to design, fabricate, and evaluate innovative assistive devices tailored to individual patient needs. The team also collaborates with the Georgia Institute of Technology and other partners to advance emerging assistive technologies.

Industry collaboration and evaluation helps manufacturers improve products through clinical expertise, user feedback, product performance, and outcomes data. Recent initiatives have included evaluating customer experiences and studying long-term outcomes following pressure ulcer flap surgery. Through research, innovation, and collaboration, CAT advances rehabilitation science while ensuring that new solutions remain grounded in the needs and experiences of the individuals it serves.



Brain Injury Research

Shepherd Center's Brain Injury Research Program had another successful year in fiscal year 2026. Its team continues to complete multiple research studies involving diverse partners, such as Georgia Vocational Rehabilitation Agency, and is funded by multiple agencies, including NIDILRR, NIH, the Department of Defense, John Templeton Foundation, Templeton Religious Trust, Moody Neurorehabilitation, and Clinical and Translational Science Awards. ABI research staff published 14 peer-reviewed publications in prestigious journals (e.g., Archives of PM&R, Archives of Clinical Neuropsychology, Brain Injury, etc.) and offered 12 presentations at international and national conferences — based on projects that developed innovative vocational interventions with state agencies, provided treatment to veterans with brain injury and co-occurring substance misuse disorders, and promoted successful long-term community reintegration through unique Shepherd programs (e.g., recreational therapy, chaplaincy, etc.).

Additionally, in fiscal year 2026, Shepherd Center continued its tenure as an NIDILRR Traumatic Brain Injury Model System (TBIMS). The TBIMS program is a prestigious grant program supporting 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. The hospital's TBIMS status designates it as an expert in traumatic brain injury research and



rehabilitation.

Multiple Sclerosis Research

The Multiple Sclerosis (MS) Research Program leads a broad portfolio of clinical and translational research focused on helping people with multiple sclerosis live healthier, more independent lives. With funding from PCORI, NIDILRR, the National MS Society, the International Progressive MS Alliance, and support from the Carlos family, the MS team conducts studies spanning rehabilitation, wellness, and digital health technologies. Collectively, this work is designed to reduce symptom burden, mitigate disability progression, and develop more accessible and personalized care strategies for people with MS. This year, the program conducted more than a dozen studies involving hundreds of participants and shared findings with healthcare providers and scientists worldwide through scientific publications and presentations at international conferences.

These efforts continued to advance MS care by using remote monitoring, wearable technology, and artificial intelligence to better understand patients' real-world experiences and support more accessible rehabilitation beyond the clinic. In parallel, the program has launched new precision rehabilitation efforts that leverage the technology at the new Marcus Center for Advanced Rehabilitation. One example is the first-of-its-kind PRISM study (Precision Rehabilitation through Integrated System Modeling), which simultaneously evaluates multiple brain and body systems so researchers can identify causes of fatigue and mobility impairment in people with MS and deliver therapies that directly target the underlying cause of symptoms. This work moves MS care beyond a one-size-fits-all model toward a more predictive, proactive, and personalized approach to rehabilitation.



Spinal Cord Injury Research

The Hulse Spinal Cord Injury Laboratory at Shepherd Center is a global leader in research focused on restoring function and enhancing quality of life for people living with spinal cord injury. Through pioneering translational and clinical studies using clinically accessible brain, spinal, and peripheral nerve stimulation, the team is advancing innovative neurorehabilitation and neuromodulation approaches that are shaping the future of SCI care. Additionally, Shepherd Center has a long tenure as a NIDILLR Spinal Cord Injury Model System (SCIMS). One of 18 facilities in the United States to receive this designation, SCIMS status signals Shepherd Center's expertise in spinal cord injury rehabilitation and its commitment to rigorous research. The Model Systems grants are NIDILRR's largest grant competition, and in addition to enhancing the hospital's reputation as a leader in research and innovation, the funds from the grant support various SCI research projects.

In fiscal year 2026, Shepherd Center investigators led NIH and other NIDILRR-funded research while collaborating with leading SCI centers across the U.S. and internationally. In addition to generating new evidence, the team helps clinicians worldwide translate these advances into practice, accelerating the adoption of innovative, evidence-based rehabilitation strategies for

people living with SCI.



Accessibility and User Research

Shepherd Center's User Experience and Usability Research Lab comprises the Accessibility and User Research Collective (AURC), as well as grant-funded research and development projects. In fiscal year 2026, the lab continued its work on grant-funded projects in partnership with institutions like Mass General Brigham, the University of Michigan School of Medicine, and the Georgia Institute of Technology. These projects seek to make various forms of technology, from smart home tech and health apps, more accessible, and to study the usage of technology by people with disabilities.

Through the AURC, Shepherd researchers conduct industry-sponsored usability research to help make technology, health, and consumer products and services more accessible and usable for people with disabilities. Companies such as Microsoft, Tinder, Samsung, McDonald's, and Nike engage the AURC to understand the needs of Shepherd Center's patient population and the broader disability community. Shepherd Center's clinical and research expertise helps connect the disability community with product teams at Fortune 1000 companies and smaller startups to understand user experiences, inform product development, and create a more inclusive and equitable world. The AURC network includes over 1,500 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.



Clinical 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 efficacy 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, multiple sclerosis (MS), and other neurological conditions.

Studies featured in fiscal year 2026 included studies to alter the course of progressive forms of MS, spinal stimulation for the treatment of neurogenic bladder, and experimental add-on drug therapies to enhance neurological preservation. Other studies addressed the unmet need for the protection of nerves damaged immediately after spinal cord injury (SCI). The team also introduced nerve-freezing technology for the management of upper-extremity spasticity for people living with stroke and other neurological conditions. The team implemented outcomes registries for those living with neuromyelitis optica spectrum disorder and chronic pain. In addition to interventional studies, the clinical trials team implemented safety protocols that monitored outcomes for minority populations and cancer risk in women. In total, Shepherd Center engaged in 20 active clinical trials

NeuroRehabilitation Learning Institute

Treatment for complex neurological conditions is constantly evolving. As research promotes better understanding of these conditions and their symptoms, physicians are able to fine-tune their approach and give patients hope through mitigating symptoms and helping them achieve better outcomes. Clinicians worldwide face challenges in staying up to date on best practices for treating patients with these conditions, but Shepherd Center offers hope.

Through the NeuroRehabilitation Learning Institute (NRLI) at Shepherd Center, clinicians can find high-quality, evidence-based education programs to expand their knowledge. The web-based learning management system hosts interdisciplinary professional education programs, providing continuing education credits to healthcare professionals. Providers across all 50 states and 46 countries turn to the NRLI for training on a wide range of topics, with some courses available at no cost to the participant. Clinicians can rely on the courses led by expert Shepherd Center staff members, including physicians, therapists, psychologists, nurses, and dietitians, who work with patients experiencing neurological injuries and illnesses every day. In fiscal year 2026, NRLI awarded over 6,900 hours of continuing education for medical licensure.

Hope is Sharing Expertise

During FY26, over 13,700 active learners:

Enrolled in nearly **11,000** educational courses

Achieved a completion rate of **67%**

In FY26, NRLI offered:

136 educational events

156 hours of content

20 new live courses

96 online courses

In FY26, NRLI achieved:

18% growth in active learners

25% growth in international learners

More than **15%** growth in enrollments

In FY26, popular courses included:

- **Trauma Informed Care**
- **Behavior Management with Inpatient ABI Populations**
- **Assessment Tools for Early Stages of Recovery after Severe Brain Injury**
- **Addressing Substance Use in Rehabilitation Populations**
- **Managing Patients with Acute Spinal Cord Injury**

Injury Prevention Program

Shepherd Center believes that preventing injuries is just as important as treating them. Traumatic injuries remain a leading cause of death and long-term disability, particularly among young adults.

The good news? Most of these injuries are preventable. Through the Injury Prevention Program, Shepherd is dedicated to educating, equipping, and empowering communities to dramatically reduce injury risks and enhance safety.

A leader in the injury prevention community, Shepherd Center spearheads research, programming, and interventions while partnering with community and government organizations to promote safe behaviors like seatbelt and helmet use.

Hope is a Safe Community

In fiscal year 2026, Shepherd Center's injury prevention efforts included:



Making Rural Roads Safer

Shepherd Center was awarded its third grant from the Georgia Governor's Office of Highway Safety (GOHS), with a goal to increase seat belt compliance and decrease serious injuries and fatalities on the roads using a social norming campaign targeting rural Georgians in Laurens County.

The program has been exemplary, increasing seatbelt usage in the county by 5% and receiving recognition from the National Highway Safety Administration, which awarded program director Emma Harrington with its 2026 Public Service Award. This year's grant, totaling $233,971.59 began on Oct. 1, 2025.



Car Seat Safety

A culture of safety starts early, but more than half of car seats are installed incorrectly. That's why Shepherd Center continues to provide free car seat checks for community members and employees.

As a Child Passenger Safety Technician (CPST), Harrington teaches caregivers how to install their car seats properly. This hands-on education can mean a world of difference in the safety and efficacy of a car seat.



Quality and Outcomes Management

Hope is High-Quality Care

Shepherd Center staff strive to provide excellent patient care. The hospital performs better than the national average across multiple performance areas, including its high discharge to community rate and low rehospitalization rate. It is also recognized by external groups and agencies, like *U.S. News and World Report*, as a top-ranking rehabilitation hospital. And in fiscal year 2026, the Georgia Hospital Association recognized Shepherd with its Circle of Excellence Award, an honor given to hospitals and health systems that have demonstrated a sustained commitment to quality and patient safety. But hope is going beyond average — it's about finding new areas for improvement every day.

The hospital's Quality and Outcomes Management (QOM) team leads the hospital in defining, measuring, and improving processes so staff can deliver the highest quality care. By identifying areas for growth and collaborating with team members, leadership, and patients and families, the QOM team drives improvements that impact everyone at Shepherd Center.

Quality Metrics

Harms

When patients must spend time in the hospital, they do not expect to be harmed. But like any hospital, there are patients at Shepherd Center who experience infections, falls, or other potential adverse events during their rehabilitation journey. Shepherd Center's robust QOM team reduces incidence of harm through evidence-based process improvement. Some of the hospital's clinical workgroups, in partnership with the QOM team, developed interventions to better support the care Shepherd provides patients leading to improved outcomes.

Two of the hospital's top safety goals are:

» **Fall Prevention and Management:** Falls are a serious concern in hospitals and long-term care, especially for those with spinal cord or brain injuries. These patients are at higher risk for falls due to impaired mobility, balance issues, and cognitive challenges, making even routine movements potentially hazardous. In fiscal year 2026, Shepherd Center's Fall Prevention Workgroup, chaired by Brain Injury Program Nurse Manager, Sumier Overcash, RN, reported 107 inpatient falls involving 96 patients. There were 22 injuries, most of which were classified as "pain". This resulted in a falls with injury rate of 0.44 per 1,000 patient days, which was favorable to Shepherd's internal goal of 0.50. The Fall Prevention Workgroup focused on interventions such as bed alarm checks and patient selection criteria for seat belts and alarms. Additionally, Overcash led efforts in the Brain Injury Rehabilitation Program to increase staff awareness of patients with high fall risks and safety precautions through discussions in their daily shift huddles.

» **Hospital-Acquired Pressure Injuries (HAPI):** Many Shepherd Center patients are at risk for developing pressure injuries due to motor and sensory impairments, immobility, and changes in the skin. Shepherd's Wound Prevention Workgroup, chaired by Kimberly Levenson, BSN, RN, CRRN, CWOCN, a wound ostomy continence resource nurse, aims to work safe skincare practices into Shepherd's culture to prevent pressure injuries and reduce their occurrence. Since strengthening pressure injury prevention methods in fiscal year 2020, the Wound Prevention Workgroup reduced the HAPI rate from 3.35 to 1.19 per 1,000 patient days in the most recent year. Additionally, in fiscal year 2026, Shepherd Center won a Patient Safety and Quality Award from the Georgia Hospital Association for a multi-team project to reduce HAPI incidence through iterative Plan-Do-Study-Act (PDSA) cycles. This achievement highlights the team's commitment to delivering safe, high-quality, and reliable care to every patient Shepherd serves.

Rehospitalization

Rehospitalization is another outcome that indicates the quality of care at a hospital. Through family training, transition support, and life skills programming, Shepherd staff work to keep patients from returning to the hospital once they leave Shepherd Center. Shepherd Center captures patient rehospitalizations within 30 days of discharge through patient phone survey response data. This self-reporting method for collecting the data allows the team to capture all patients discharged to a community setting, not just the typical readmission metric, which pertains exclusively to patients covered by Medicare and Medicaid. This allows Shepherd to identify the cause of each rehospitalization and better prepare patients to return home without requiring additional inpatient care. In fiscal year 2026, only 8.7% of patients needed rehospitalization for any unplanned reason within 30 days of discharge from Shepherd Center. This very low rate results from Shepherd's focus on patient and family training and transition support.



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


project
LWAY
ANNIVERSARY

Culture



At Shepherd Center, people are the foundation of the hospital's mission. Here, employees find fulfillment by working toward a mission that resonates with them — helping patients and their families return to rich and rewarding lives after injury or illness. In addition to the sense of purpose Shepherd Center offers, employees find support for career growth, colleagues who become true friends, and a work environment in which individual contributions are valued.

Shepherd's team of nearly 2,000 employees, with an average employee tenure of 8.2 years, is a testament to loyalty and longevity. In fiscal year 2026, 35 former employees rejoined Shepherd Center in new roles, a meaningful indicator of the positive experiences, relationships, and sense of purpose that continue to connect people to the organization.

Shepherd Center also maintained strong retention, with annual turnover approximately five percentage points lower than the national healthcare average, reflecting a stable and engaged workforce.

Hope is a Place to Belong and Grow

In fiscal year 2026, Shepherd Center supported team members by...

Continuing to Value Diversity, Equity, Inclusion, and Accessibility (DEIA)

Shepherd Center values diversity of identity, perspective, experience, and background. Hospital leadership believes that diversity is a competitive advantage, and a diverse workforce positions staff to connect with and support a patient population spanning a myriad of backgrounds and experiences.



This is reflected in our workforce composition: 56% of Shepherd's team members are people of color, and 79% are women. Shepherd's employees also represent various generations within the workforce. The 31-40 age group is the most represented, with 28% of team members falling in this age range.

In fiscal year 2026, Shepherd Center continued to support Diversity, Equity, Inclusion, and Accessibility activities across the hospital, including recognition and celebration activities for Black History Month, Diversity Month, Global Accessibility Awareness Day (GAAD), Juneteenth, the Atlanta Pride Parade, Pride Month, and Hispanic Heritage Month.



Encouraging Career Advancement

In fiscal year 2026, 181 employees moved into new roles, applying their knowledge, skills, and abilities in new ways that advanced both their professional growth and Shepherd Center's mission. This internal mobility strengthens the organization by retaining expertise, expanding opportunities, and helping employees see a future for themselves here.

In addition to supporting strong internal mobility, Shepherd Center supports ongoing professional and skills development through a wide offering of trainings, including a new structured leadership and development curriculum for managers and emerging leaders: Huron's Nine Principles for Organizational Excellence®. In fiscal year 2026, 42 leaders at Shepherd Center completed this new program.

Supporting Patients, Families and One Another

The Sarah Morrison Support Staff Fund was created by employees for employees in 2025. The fund provides financial relief to hospital staff who experience catastrophic events, medical emergencies, and major disasters and is supported by the hospital's annual employee giving campaign.

For ShepherdCares 2026, staff raised $223,241 — half of the money went to support purchasing new sleeper sofas for families staying in the Woodruff Family Residences, while the other half replenished the staff support fund.

Also in fiscal year 2026, leadership approved a fund expansion to provide broader support during hardships, including emergency vehicle repairs, housing crises, and funeral-related expenses, with the expanded support going into effect in FY27. To date, Shepherd Center has given over $150,000 in financial support to staff members.

Fostering Strong Engagement

Shepherd Center participates in a hospital-wide engagement survey hosted by Gallup. The Gallup Engagement Survey is an important listening tool for understanding employee experience that supplements other engagement practices such as employee rounding, State of the Center forums, open-door policies and valued employee recognition programs.



The survey measures workplace conditions that drive engagement, performance, growth, and retention. Results help leadership understand what is working well and areas for improvement. Shepherd Center's fiscal year 2026 engagement survey results showed both increased employee participation and an increased mean score from the prior year's survey.

Shepherd Center's employee engagement remained above both Gallup's overall and healthcare/social assistance benchmark medians. The strongest cultural driver of employee engagement continues to be mission and purpose.


Mama
TRIED
LOCAL BOY
BRASFIELD
& GORRIE
Property of
SHEPHERD CENTER


Coca-Cola
SIMMS
Action Trackchair

Shepherd Center Foundation

Dear Friends,

At Shepherd Center, hope is not an idea we simply talk about. It is something patients and families encounter every day: in a first step, a hard-won milestone, a family reunited, or a new beginning imagined. As we reflect on fiscal year 2026, I am filled with gratitude for the extraordinary community that continues to make Shepherd's mission possible. For more than 50 years, hope has lived here in the courage of our patients and families, the excellence of our clinicians, researchers, staff, and volunteers, and the generosity of donors and friends who believe in recovery, independence, and possibility.

This annual report looks back on a year defined by celebration, momentum, purpose, and possibility. As we marked Shepherd Center's 50th anniversary, we honored the vision, family spirit, and culture that shaped our past while looking boldly toward the future. Across the organization, we continued to advance world-class neurorehabilitation for people experiencing the most complex injuries and illnesses, while also investing in the programs and services that make Shepherd unlike any other place: family housing, recreation therapy, the SHARE Military Initiative, vocational services, research and innovation, community-based programs, and the compassionate care that surrounds patients long after they leave our campus.

In fiscal year 2026, we also celebrated the successful conclusion of Pursuing Possible: The Campaign for Shepherd Center, an extraordinary effort that raised $446 million to expand access, strengthen innovation, and improve the experience of patients and families for generations to come.

What inspires me most is that every gift, every volunteer hour, every introduction, and every act of advocacy becomes part of a much larger story. It helps a patient return home, reimagine a career, or rediscover joy. It supports families as they navigate uncertainty. It gives our teams the resources to ask better questions, pursue new discoveries, and deliver care with both clinical expertise and deep humanity.



Thank you for believing in Shepherd Center, for investing in our mission, and for helping ensure that hope is here today and will be here for generations to come!

With gratitude,
Sarah L. Batts, MBA
Senior Vice President, Office of Advancement
Executive Director, Shepherd Center Foundation

Redefining What's Possible

Multi-year Capital Campaign Creates New Possibilities for Patients and Families

By Cara Roxland

Pursuing Possible: The Campaign for Shepherd Center marks one of the most transformative chapters in Shepherd Center's history. From March 2020 through March 2026, the hospital's community came together with extraordinary purpose, raising more than $446 million to expand what is possible for patients and families. While the number is remarkable, the true impact of the campaign is measured in lives changed, futures restored, and the strengthened foundation of care that will support countless future patients and families.

"[This campaign was] an extraordinary effort to expand access, strengthen innovation, and improve the experience of patients and families for generations to come," says Sarah Batts. "We are especially grateful for the visionary leadership of campaign chairs Susan Hawkins, Justin Jones, and John Carlos, whose commitment helped inspire a community-wide response worthy of Shepherd's bold future."

At its core, the campaign was about access — ensuring that more patients and families who need Shepherd Center can benefit from its world-class care. Campaign investments allowed Shepherd to expand capacity across programs, add more beds, and create new spaces designed for healing, independence, and dignity. These expansions mean more opportunities for admission, and the ability to serve patients with increasingly complex needs.



One of the most profound outcomes of the campaign is the ability to house out-of-town families for the full length of their loved one's stay. The new Arthur M. Blank Family Residences, opened in fall 2024, provide families with a homelike environment minutes away from the hospital. This housing removes financial and logistical barriers, allowing families to remain present, engaged, and supported throughout rehabilitation.

The impact is immeasurable: parents can stay close to their children, spouses can participate fully in therapy, and families can focus on healing rather than lodging logistics.

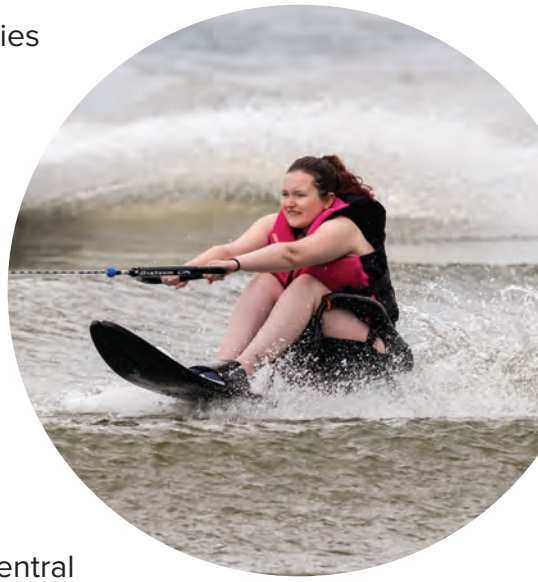
The campaign also strengthened Shepherd's commitment to clinical excellence and shaping the next generation of care providers. Donor-funded fellowships and training programs expanded opportunities for emerging physicians, therapists, and researchers. Shepherd is already seeing the return on that investment through new clinicians joining the team who once trained here as residents or fellows. This pipeline ensures that Shepherd's expertise, culture, and patient centered approach will continue to thrive long into the future.



Innovation was another defining pillar of the campaign. Investments in research, technology, and interdisciplinary collaboration — such as the Shepherd-Georgia Tech Collaborative and the creation of the Cox Innovation Institute in the Marcus Center for Advanced Rehabilitation — opened new frontiers in research, rehabilitation, and treatment for complex conditions. These initiatives accelerate discoveries that directly improve patient outcomes, from advanced mobility solutions to new therapeutic approaches that help patients reclaim their lives.

Equally important, the campaign sustained and expanded essential donor-funded programs that define the Shepherd experience. Recreation therapy, one of the hospital's cornerstone programs, gives patients the opportunity to participate in rehabilitation beyond their hospital room or therapy gym.

From participating in outings throughout the city to engaging in activities like adaptive sports, gardening, arts and crafts, or video games, rec therapy allows patients to connect with the hobbies they loved before injury or explore new interests. Thanks to donor support, this program gets patients back to the things they love most.



Getting outside the room or gym is equally important for patient family members, which is why the campaign also supported family support services, evening and weekend activities, and mission engagement opportunities. These programs ensure that while a family's loved one is being cared for at Shepherd Center, they are taken care of too, with flexible programming that supports emotional well-being, community, and the sense of hope and possibility that is central to Shepherd's mission.

The campaign also deepened engagement across Shepherd Center's community. Volunteers, alumni, and supporters found new ways to connect through tours, assisting with family dinners and curated experiences, and expanded programming.



Campaign events like "topping off" ceremonies and ribbon cuttings for the new buildings helped supporters see their contributions come to life, while also introducing new community members to Shepherd's unique culture and mission.

Ultimately, Pursuing Possible reshaped the campus, expanded access, fueled innovation, strengthened clinical excellence, and enriched the patient and family experience. Most importantly, it affirmed what Shepherd Center has always believed: hope is here, and it's meant to be shared.



Shepherd Center Foundation Events And Initiatives

Shepherd Center's community showed extraordinary generosity this year, fueling programs that change lives every day. Third party events hosted by friends and partners across the region raised more than $600,000, demonstrating the deep commitment of supporters who champion Shepherd Center's mission in their own neighborhoods.

The Legendary Party reached a historic milestone, raising nearly $7 million to advance Shepherd Center's Brain Injury Program. This record-breaking achievement reflects the passion and dedication of Shepherd's philanthropic community and will help provide life-restoring care for patients and families.

And in its inaugural year, Kids Shaping Shepherd brought together more than 100 families, creating a new tradition of engaging children in philanthropy and strengthening the next generation's connection to Shepherd Center's mission.

Together, these efforts highlight the power of community, creativity, and compassion — fueling programs that help patients rebuild their lives and look forward with hope.

Events



The Legendary Party

Chaired by Shanna and Bill Bradley, the 2025 Legendary Party, themed “The Enchantment of Fifty,” raised $6.9 million for the construction of the hospital’s new brain injury unit, which will add 35 new patient beds and bring the Brain Injury Program’s capacity to 85. 167 sponsors and 650 guests celebrated Atlanta’s premier fundraising gala.



Shepherd Center Cup

This year’s Shepherd Center Cup golf tournament, chaired by Miller Peer, raised over $240,000 for Shepherd Center’s Recreation Therapy Program.

This year’s tournament welcomed special guest tenor Timothy Miller, known for singing “God Bless America” during the seventh inning stretch at Atlanta Braves baseball games. He performed the national anthem and “God Bless America” ahead of the tournament’s shotgun start.



Shepherd Social

In fiscal year 2026, Shepherd Center’s Junior Committee held its inaugural Shepherd Social at Sweetwater Brewing Co. As the group’s new signature event, Shepherd Social featured a live band, wine toss, silent auction, and raffle prizes.

Plus, two current committee members who are former Shepherd patients spoke at the event about their experiences and the importance of recreation therapy. The Junior Committee raised $24,244 for the Recreation Therapy Program at this year’s Shepherd Social.



Derby Day

Always a cheerful event, this year’s Derby Day had a particularly celebratory feel, as activities and decorations reflected Shepherd Center’s 50th anniversary.

Attendees gathered at Chastain Horse Park to socialize, sip mint juleps, and catch the photo finish from the year’s Kentucky Derby. 2025’s Derby Day grossed $273,000 to support Shepherd Center’s Recreation Therapy Program.

Soque Slam



In fiscal year 2026, the Soque Slam fishing invitational celebrated its third annual event. This year, to protect fish populations during a drought, the tournament was split into two days: the patient participants competed on Oct. 25, 2025, while the non-patient participants competed on Jan. 31, 2026.

After fishing concluded on the October competition day, sponsors, anglers, and guests enjoyed a barbecue supper sponsored by Andee's Army, and a concert by The Grateful Dads, the Castellows, and Futurebirds. The event raised over $531,000 for Shepherd Center's Recreation Therapy Program, a new record for the tournament.

Additional Initiatives



Volunteer Services

Each year, hundreds of individuals, families, and companies lend their support by volunteering their time to Shepherd Center.

For fiscal year 2026, 203 volunteers contributed 10,152 hours of service, amounting to a dollar value of $357,553.44.



Women Shaping Shepherd

Since its inception 12 years ago, Women Shaping Shepherd, Shepherd's women's philanthropy circle, has raised money for various annual needs.

In fiscal year 2026, Women Shaping Shepherd members raised about $257,000 and funded medical lab equipment, a Virtualis PhysioVR device, and wellness equipment including sports chairs, Vertimax, and Esko Indego.

Kids Shaping Shepherd



In fiscal year 2026, the Foundation launched Kids Shaping Shepherd to engage with the hospital's youngest civic supporters: children ages 8 to 18 years old.

The group has over 100 participating families, who make a $250 donation to the hospital and participate in monthly programming.

So far, the families have created plant arrangements and guest books for apartments in the Arthur M. Blank Family Residences, hosted movie nights in the gym, organized ice cream socials, and helped with family dinners.



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 $200,000 in fiscal year 2026 through the holiday sale of pecans, which can be purchased raw, salted, candied, or even covered in chocolate.



RPM 9/11 5K

On Sept. 6, 2025, the 14th annual RPM 9/11 5K took place at Atlanta's Chastain Park, with over 300 people participating. The event raised over $200,000 for Shepherd Center's SHARE Military Initiative.

The race is held each year in honor and memory of Ryan P. Means, a member of the U.S. Army's Special Forces Unit who passed away in 2009 following a deployment in Iraq. Ryan's family hosts the 5K race.



Shepherd's Men

Comprised of active and retired service members and civilian volunteers, Shepherd's Men, co-founded by Travis Ellis and Troy Campbell, has raised awareness and funds for Shepherd Center's SHARE Military Initiative since 2014.

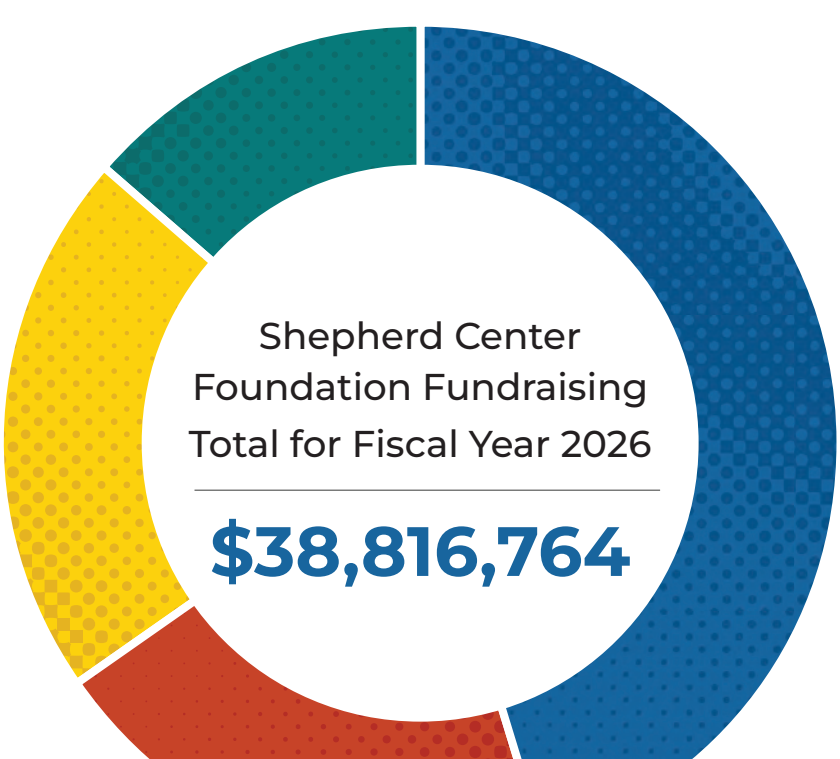
In fiscal year 2026, Shepherd's Men continued to be stalwart supporters of SHARE, raising money for the program through special events and fundraising activities. In May 2025, the group held a Memorial Day March at Reformation Brewery in Canton, Georgia with a mid-way pit stop at Alma Coffee. The event ended at the Reformation Brewery in Woodstock, Georgia. As a tribute to the brave service members who have served and sacrificed, Shepherd's Men carried a barrel of Clarity Lager throughout the walk, symbolizing the heavy burden borne by service members.

In October, supporters gathered at the Burge Club in Mansfield, Georgia, for Shepherd's Men Invitational Clay Shoot, which included a day on the range followed by fellowship, a silent auction, and a barbecue lunch. The sold-out event raised more than $139,000 for SHARE.

Additional initiatives throughout the year raised awareness for SHARE and provided opportunities for camaraderie and support among veterans and service members, their families, and community members.

For more information about Shepherd's Men and their events, please visit *shepherdsmen.com*.

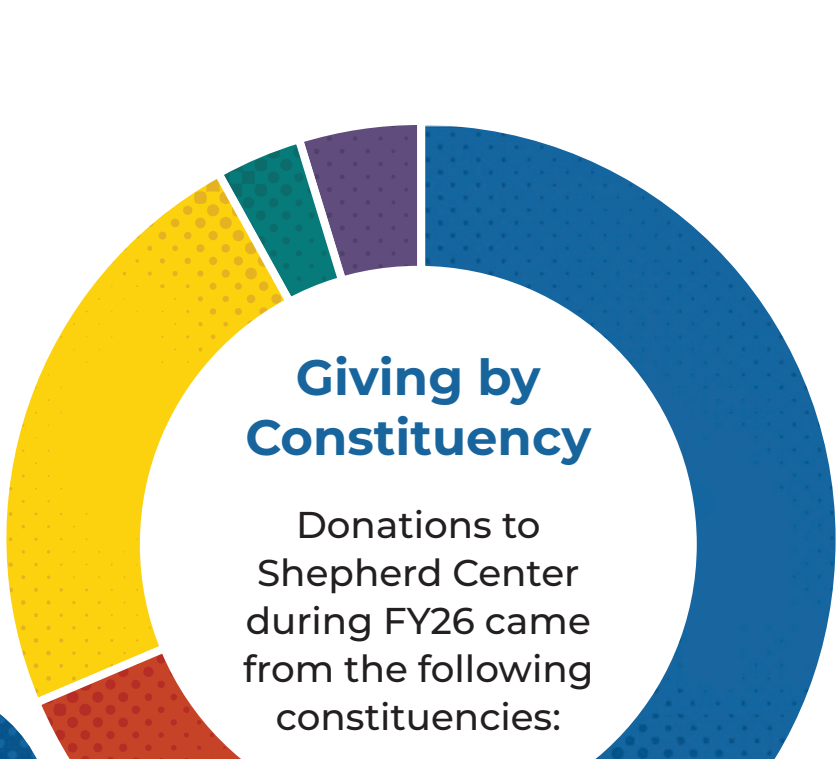
Shepherd Center Foundation Financials



- ***Major Gifts*** $17,575,975
- ***Legacy Giving*** $7,847,500
- ***Events*** $8,166,157
- ***Annual Giving*** $5,227,132

Giving by Constituency

Donations to Shepherd Center during FY26 came from the following constituencies:



- ***Foundations & Corporations*** 48.6%
- ***Legacy Gifts Realized*** 20.2%
- ***Individuals*** 23.3%
- ***Patients and Patient Families*** 3.3%
- ***Board Members (BOD & BOT)*** 4.6%

Shepherd Center, Inc. Financials

Statement of Revenues and Expenses	
Patient Services Revenue	$305,325,695
Other Revenue	$44,626,946
Investment Income	$7,477,151
Total Operating Revenue	**$357,429,792**
Less: Operating Expenses	$352,638,088
Provision for Improvement, Equipment, and New Services	$4,791,704

Charitable Services Rendered (At Cost)	
Uncompensated Care (Patients without Funding)	$9,345,419
Undercompensated Care (Underfunded Government Programs)	$23,806,017

Donated Property and Equipment	
Donations of Property and Equipment	$365,595
Donations Used to Purchase Property and Equipment	$39,621,438
Total Donated Property and Equipment	**$39,987,033**

Shepherd Center, Inc.

Board of Directors

April 1, 2025 through March 31, 2026

Officers:

Jim Thompson (2000), Chair
Retired

Clark Dean (2010), Vice Chair
Executive Managing Director and Partner, Transwestern

Sara Chapman (1993), Corporate Secretary
Retired

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

Ex-Officio Members:

Jamie Shepherd, FACHE, MBA, MHA (2014)
President & Chief Executive Officer, Shepherd Center

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

Beth Giles (2024), Treasurer
Chief Financial Officer, Shepherd Center

Members:

Andrew Alias (2022)
Civic Volunteer

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

Shaler Alias (2020)
Founder, Alias Family Office

David Apple, Jr., M.D. (1975)*
Medical Director Emeritus, Shepherd Center Founding Member

Cyndae Arrendale (2016)
Civic Volunteer

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

Bob Cunningham (2020)
Retired

Chip Davidson III (2016)
Chairman and Co-Founder, The Brookdale Group

John Dryman (1987)
President, The Dryman Team

General (Ret.) Larry Ellis (2017)
Retired

Bill Fowler (1993)*
Private Investor

Susan Hawkins (2022)
Civic Volunteer

Justin Jones (2020)
Vice President, International at Heritage Plastics

Molly Lanier (2014)
Civic Volunteer

Doug Lindauer (2010)
Vice President Sales and Marketing, Ted Turner Reserves

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

Vincenzo Piscopo (2020)
President, Morgan's Inclusion Institute

John Rooker (2014)
Chief Executive Officer, Rooker Company

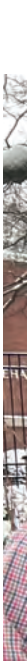
Alana Shepherd (1975)
Past Chair, Shepherd Center Founding Member

Clyde Shepherd (2005)
President, Plant Improvement Co.

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

Jim Stephenson (2008)
Retired

Jarrad Turner (2020)
Chief Executive Officer, Pioneer AI Health



***Deceased**

Senior Executive Team At Shepherd Center (March 31, 2026):

Sarah Batts
Senior Vice President, Office of Advancement
Executive Director, Shepherd Center Foundation

Deborah Backus
Vice President Research and Innovation

Wilma Bunch
Vice President,
Patient Experience

Katy Conway
Chief Human Resources Officer

Barry Fitts
Vice President, Chief Information Officer

Tiffany LeCroy
Chief Nursing Officer

Stephen Marsh
General Counsel,
Chief Compliance Officer

Shari McDowell
Chief Operating Officer

Joe Nowicki
Vice President,
Facilities Services





Remembering Dr. Apple

1936 - 2026

David Apple Jr., M.D., 89, died on March 23, 2026, in Atlanta, surrounded by loved ones. He is remembered as a thoughtful doctor, leader, listener, mentor, innovator, and friend. In 1975, Dr. Apple helped start Shepherd Center alongside James Shepherd and his parents, Alana and Harold Shepherd. As the hospital's founding medical director, he helped shaped Shepherd Center's culture and values.

Dr. Apple also pioneered the hospital's donor-funded Recreation Therapy Program and its renowned research programs. Through the programs and culture he shaped, Dr. Apple's legacy will be felt at Shepherd for many years to come.





Shepherd Center