

# EXPANDING ACCESS. IMPROVING OUTCOMES.



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## A LETTER FROM OUR PRESIDENT AND CEO

If you read local, state and national news stories around mental health, you will find a common theme: problems around access to care are contributing to a great deal of suffering and even tragedy in our country. All too frequently individuals and families struggling with a mental health challenge can't find a provider, inpatient bed or other necessary services in a timely manner. Emergency departments in acute care hospitals become the default place where behavioral health crisis are managed, often without the staff or facilities to provide what individuals in crises need.



Mark Eastburg, PhD

Several years ago the Pine Rest Board of Directors developed a vision relevant to our national crisis of care: that Pine Rest Christian Mental Health Services would solve the behavioral health access problem in the communities we serve, through partnerships. The annual report that follows is a glimpse into the ways in which we are striving to achieve that vision.

Creating solutions that solve behavioral health access problem demands an enormous amount of creativity and willingness to think differently about how we provide care. Just 40 years ago, if you had a behavioral health issue, Pine Rest could offer you an extended inpatient stay and relatively little else in the way of care. But today our outpatient clinic network is among the largest in the country, and telehealth is making psychotherapy and psychiatry accessible to even more individuals who need them. Our recent investments in new programs, such as an inpatient unit designed for adolescents and young adults, and training for psychiatry residents and physician assistants, will improve access to care for generations to come.

But we cannot solve the behavioral health access problem alone. Central to our vision statement is that we will work to increase access through partnerships. This means we are always looking for opportunities to work with collaborative organizations to create solutions that neither of us could do by ourselves—collaborations with acute care health care systems, employers or the faith community to name a few.

Solving the behavioral health access problem is a huge goal, but one that is central to our Mission. I invite you to look through this annual report to see how we are attacking this problem. We are well on our way.

A stylized, handwritten signature in white ink that reads "Mark". The signature is fluid and cursive, with a long, sweeping underline.

Mark Eastburg, PhD  
President & CEO

# BRIDGING CARE GAPS

## First Psychiatric Urgent Care Center in West Michigan

Currently individuals experiencing a psychiatric crisis must choose between a long wait for an outpatient evaluation or a visit to an emergency department (ED). Those who visit an ED spend twice as much time at the hospital getting an assessment and referral as those with non-behavioral health issues, because the typical ED has limited access to behavioral health specialists. This lack of immediate behavioral healthcare services has become a serious issue.

In 2016, Grand Rapids area hospitals had 14,623 visits to their emergency departments, with behavioral healthcare being the primary need.

This spring, we will open West Michigan's first psychiatric urgent care center—an innovative, much-needed step in creating greater access to psychiatric care. The pilot will help patients obtain evaluation and a treatment plan for behavioral health issues quickly while taking a huge burden off emergency departments.

“Our goal is to provide immediate access to psychiatric assessment and triage,” said Megan Zambiasi, MA, MBA, the center's director. “Individuals will be able to walk in or make a same-day appointment and be on their way within a couple of hours.”


Initially, the pilot will provide services seven days a week for adults 18 to 65 years of age. We plan to expand services to children, adolescents and seniors based on data and outcomes from the pilot.



### VIDEO EXTRA

“The urgent care center is designed to ease the apprehension of patients who would otherwise end up in an emergency department or not seek help at all,” said Pine Rest President and CEO Mark Eastburg, PhD.

Watch the interview and learn more about the Psychiatric Urgent Care Center at [pinerest.org/urgent](http://pinerest.org/urgent).



**"You made me realize I have worth in this world. Thanks for the support and kindness you all showed toward me and helping me grow and make progress here."**

—A Cypress Patient

### **Cypress Unit Provides Comfort, Safety and Technology So Patients Can Focus on Healing**

Opened in July 2017, the new "flexible" Cypress Unit at the Jay & Betty Van Andel Center served 1,010 adolescents and young adults in its initial year. The first of its design at Pine Rest, the Cypress Unit can be reconfigured to direct more beds for adolescents or for young adults, depending on the need.

"The design has made reconfiguring the unit very quick and easy to accomplish, about 20–30 minutes tops," reported Scott VanDusen, RN, manager of the Cypress Unit. "We have flexed the unit a number of times throughout the year based on community need for either young adults or adolescents. Occupancy for adolescents is at its highest need during the school months."

The new unit is equipped with the latest safety fixtures and furniture while creating a warm and inviting space for our patients and staff. The use of plant life and natural light in common areas, plus music in patient rooms has resulted in increased patient, visitor and staff satisfaction.

"Everyone on the unit has benefited from this pleasant and welcoming environment," said VanDusen. "It lifts the spirits of patients and staff, creating an atmosphere where we all thrive."

A dedicated technology room provides individualized programming through interactive modules, which include videos, apps and hands-on experiences to practice the skills. Some patients attend 90-minute sessions to individually work through a treatment module instead of a traditional group session. Of the 124 individuals who have completed the mindfulness module this past year, 83 percent said they found the module to be helpful in moving them closer to their treatment goals. Additional modules dealing with divorce, grief and loss, and others to address patient needs will be developed.

# SUPPORTING OUR KIDS

## Helping Teens Recover and Thrive

The Cedar Lodge at the Center for Psychiatric Residential Services (CPRS) serves teens in the foster care system, who often have a history of experiencing abuse and neglect. In CPRS, the way to health and healing must be so much broader than just medical treatment.

In 2016-2017, the CPRS implemented a creative new clinical program called D.R.I.V.E to Success™ to help teens learn basic life skills and values that are foundational for success in the world. For many teens at CPRS, learning things like how to prepare a meal or enter a van with courtesy is part of the process of making up for big gaps in their life experiences.

“The program wraps around the teens to encourage, mentor and educate them into succeeding by setting and achieving both short- and long-term goals for life-long success,” said Shannon Vinson, director of Drive Challenge Peer Mentoring and Consultant Group.

The program is a six- to nine-month life-changing experience that teaches five guiding principles.

### D.R.I.V.E to Success Principles

**D** – Discipline

**R** – Respect

**I** – Integrity

**V** – Vision

**E** – Excellence

As clients work through treatment assignments and adhere to behavior responsibilities, they earn privileges and a graduation reward for each level.

The CPRS staff personally implement the program in their lives, too! The staff provides direction and guidance while educating the teens in all areas of the program. In addition, all staff go through the program and develop their own personal D.R.I.V.E goals so they can be stronger mentors to the teens.

D.R.I.V.E to Success was so successful that the next phase, D.R.I.V.E Transition™, was implemented in the CPRS Maple Lodge in 2017. The new program has extensive clinical treatment aspects as well as an enormous amount of opportunities for building independent living skills.

Footnote: **D.R.I.V.E** to Success™ and **D.R.I.V.E** Transition™ are pending trademarks of Drive Challenge Peer Mentoring and Consultant Group, LLC.



### VIDEO EXTRAS

“It’s exciting to see when a kid comes and tells you that ‘I’m going to make sure I do the necessary things so I can go to the next stage.’”

—Shannon Vinson, Director, Drive Challenge Peer Mentoring and Consultant Group

“My vision of excellence plan is that in 10 years I’d like to have a house and a family. Sometimes people come along that won’t let you give up. I met a lot of those people here at Pine Rest.”

—Joel, a former CPRS resident



Watch the interviews at [pinerest.org/cprs](https://pinerest.org/cprs)

## New Clinic Focuses on Children, Teens and Their Families

All of Pine Rest's outpatient clinics serve children and teenagers, but the new Forest Hills Clinic focuses on serving only young people and their families.

"Kids face a lot of pressures these days...greater academic pressure, greater social pressure. With the onset of social media, people are always around, always expecting, always judging what's going on, and that impacts mental health," said Tory Seif, PhD, Pine Rest Forest Hills Clinic manager. "In our area, we're seeing an increase in depression and different forms of anxiety disorders that are a reaction to stress, such as school phobias, obsessive-compulsive disorder and general anxiety disorder. We're also seeing more complicated diagnoses, like bipolar disorder and autism."

The clinic's seven therapists and psychiatrist are all credentialed, licensed and trained to address the unique challenges children and young people face, while supporting and helping the rest of the family. In addition, the child and adolescent psychiatry fellows will rotate through the clinic.

Clinicians work to get an accurate diagnosis and develop an age-appropriate treatment plan. The ultimate goal is to maximize quality of life and potential at school, at home and in the community.

The clinic is located in the same building as Forest Hills Pediatric Associates and We Are For Children.

"We're excited for the opportunity to partner with Forest Hills Pediatric Associates and other We Are For Children pediatric practices," said Seif. "Focusing on the clinical care of children, adolescents and their families will allow us to develop specialized services and maximize the positive impact we can have on the health of the community."

### VIDEO EXTRA

"Youth face a lot of pressures nowadays ... greater academic pressure, greater social pressure, and with the onset of social media, people are always around, always expecting, always judging what's happening. And those have impacts on people's mental health."

—Tory Seif, PhD, Pine Rest Forest Hills Clinic



Watch the interview at [pinerest.org/forest-hills](https://pinerest.org/forest-hills)

# PREPARING THE NEXT GENERATION OF HEALERS

## Psychiatry Residency Program Graduated First Class

In June 2018, the first class of eight graduated from the Pine Rest–Michigan State University Psychiatry Residency Program.



### 2018 Graduating Class

(L to R) Rebecca Ann Crosbie, MD; Emina Bajrovic, MD; Ali Abbas Saleem, MD; Jeremy Bradford Petrous, DO; Andrew James Riegel, DO; Ryan Daniel Doyle, DO; Emily Corinne Frederiksen, MD; Jessica Michelle O'Mara, DO.

"For the past seven years the team at Pine Rest has been seeking to be part of the national solution to the behavioral health access problem through the development of the Pine Rest/Michigan State Psychiatry Residency Program," said Mark Eastburg, PhD, Pine Rest President & CEO. "We are excited that our investment of time and financial resources is coming to fruition, and the first group of what will eventually be hundreds of new psychiatrists trained in West Michigan will go out and serve both locally and nationally."

"After four years of intense training, our residents graduated from the Pine Rest/Michigan State University psychiatry residency training program as extremely well trained psychiatrists," said William Sanders, DO, Pine Rest Psychiatry Residency Program Director. "They provide immediate benefits as they use their training and skills to improve the lives of thousands of people in desperate need of help. I am proud that our residents leave our program living the mission of providing kind and compassionate behavioral healthcare in our community."

## Welcoming New Psychiatry Residents and Fellows

As of July 2018, the Residency and Fellowship Program had 44 residents and fellows. Our new class of 10 residents started, as well as three new residents for program year 2 and one new resident for program year 3.

Pine Rest Psychiatry Resident Jessica O'Mara, DO, completed her residency in June and is now the first in the Pine Rest Geriatric Psychiatry Fellowship.



### 2018 First Year Residents

Front Row (L to R): Hannah Williams, MD; Megan Maier, MD; Bridgette Jones, MD; Lindsey Gifford, DO  
Back Row (L to R): Chad Percifield, DO; Kellen Stilwell, MD; Matthew Koster, DO; Tara Gallagher, MD; Dan Tuinstra, MD; Zach Hommer, MD

## First Geriatric Psychiatry Fellow Makes Pine Rest Her Home

When interviewing for the Pine Rest Psychiatry Residency, I was greeted by friendly, caring people who were passionate about mental health in the same way that I am. I hadn't been to another facility where everyone was so excited about their work. I knew immediately Pine Rest was a special place.

During my residency, I had the opportunity to learn from some of the best. I felt very supported. Someone was always there for me, whether I was stumbling through my first evaluation of a patient, asking for guidance as I learned to come up with my own treatment plans for patients or trying to figure out my future goals. This was in large part why I chose to stay at Pine Rest for my geriatric psychiatry fellowship.

I've always enjoyed working with the older adult population, whether that was running bingo nights at the nursing home or putting together a nursing home prom for the ladies who loved dressing up and dancing. Certainly, there can be loneliness and isolation in nursing homes, but I appreciate the residents' resilience, humor and wisdom.

One kind, wonderful woman in her 70s showed me that sticking with a patient, you sometimes see glints of hope. She had struggled with OCD and an eating disorder for a large portion of her life. Passive at appointments, she would tell me her concerns only if I asked her multiple times. Her low weight was a very concerning issue, and we had many difficult discussions. The reality finally set in, and she became less passive, worked on gradual exposure to the things she feared and progressively increased her portion sizes. She came to our last appointment smiling, "I'm a new person today!" She shared her goals, which included eating a sundae before bed each night. She is my only patient to whom my reply was, "That's the best idea ever!"

Throughout my residency and fellowship, I've enjoyed great opportunities to work with older adults in a wide variety of settings. I'm excited to start my new adventure as an inpatient geriatric psychiatrist on the Pine Rest older adult unit in July!



**Jessica O'Mara, DO**  
Dr. O'Mara is an alumnus of the first class of the Pine Rest Psychiatry Residency, is currently the first Pine Rest Geriatric Psychiatry Fellow and has accepted a position as geriatric psychiatrist on the older adult unit starting July 1, 2019.

### VIDEO EXTRA

"I wanted a residency with a lot of really specialized units where I knew that I would get a good foundation wherever I went, whatever I chose to do. As a resident, you get to work with adults, older adults, children, substance use, the Mother Baby Program. Pretty much everything you can think of, and it's all on the same campus."

—Shayna Bailey, MD, Psychiatry Resident, 2019 Graduating Class

Watch the interview at [pinerest.org/bailey](https://pinerest.org/bailey)



# INVESTING IN BETTER HEALTH OUTCOMES

## A NEW STANDARD IN PATIENT CARE

In June 2018, Pine Rest became the first free standing behavioral health provider in the world to implement the Epic electronic health record (EHR). This historic partnership pairs one of the largest behavioral health care providers in the United States with the industry leader in electronic health record technology.

### Epic Care Everywhere Provides Unprecedented Coordination of Care

The Epic Care Everywhere provides an unparalleled coordination of care between service levels at Pine Rest as well as with other healthcare providers in the region and throughout the United States.

“The best care is well-informed care,” said Mark Eastburg, PhD, Pine Rest President and CEO. “The Epic EHR represents one of the strongest commitments we could make to the well-being and healing of those we serve. With this tool, we can strengthen the team and community of providers that surround our patients and residents with skill and compassion. With Epic EHR, this community of care extends to our partners in the medical world.”

With Care Everywhere, Pine Rest now can receive key health information from other healthcare systems in real time during an admission, screening or visit. This information sharing provides a comprehensive understanding of a patient’s needs and ultimately leads to superior clinical outcomes.

“The community’s health and well-being improve when providers can easily communicate and coordinate care,” said Eastburg. “Because other major healthcare systems in West Michigan are either on or moving toward Epic as their ‘common language,’ I’m convinced that our entire community will benefit.”

Pine Rest shares patients with many of the regional hospitals who currently use Epic, including Metro Health – University of Michigan Health, Spectrum Health, Bronson, Sparrow Health and Spectrum Health Lakeland. Epic is the preferred electronic health record utilized by many of the top 100 healthcare systems nationwide.

### Epic MyChart Increases Patient Engagement

Epic MyChart lets patients access their electronic health record online 24/7 so they can send and receive secure messages with their treatment team, look up follow-up instructions from a past appointment, access their medical records, request prescription refills, request appointments, make payments and more.

Epic’s research indicates that patients who participate in MyChart are more engaged in their care and follow through with their care plan more consistently. Patients have said that with MyChart, they felt more connected to their treatment team and could manage their conditions more effectively.

#### VIDEO EXTRA

“It’s helpful to have a partnership between medical and psychiatric care,

because I truly do believe we need to take care of the whole person—body, mind and spirit. By offering Epic at Spectrum Health and at Pine Rest, we can know you as a whole person and better coordinate your care.”

—Tina Freese Decker, President & CEO, Spectrum Health

Watch the interview at [pinerest.org/decker](https://pinerest.org/decker)



## Reducing Readmissions to Inpatient Services

Transition from inpatient services back to home is a very challenging time. Our inpatient units are an extremely supportive environment. Often patients are returning to an environment that contributed to the unbearable distress that led to them seeking hospitalization.

Research shows that having a check-in appointment within seven days of discharge better supports a patient's transition and prevents the need for readmission. However, some patients find it difficult to make it to this appointment.

In 2018, Pine Rest started a pilot project with Priority Health to conduct the follow-up via Telehealth Services technology. In this project, a case manager sets up a 30-minute telehealth session prior to discharge. This follow-up appointment is a supportive session to improve communications with patients and help them connect with the necessary resources and level of care they need.

"Conducting the follow-up visit via telehealth removes many barriers for the patient," says Nicole Gilbertson, PsyD, from Christian Counseling Center, who is also a provider of Telehealth Services. "Patients don't have the hassle of driving to an appointment, setting up childcare, missing more work, etc.

"The sessions have helped parents of children who were hospitalized to feel more confident and comfortable. At least two of the adults I've visited with would probably have ended up back in the hospital if they hadn't had this visit to help them develop a plan to address worsening symptoms."

Another benefit for patients: Priority Health waived the copay for the follow-up appointment.



**"I love teletherapy!  
It's so nice to be able  
to see my therapist  
without having to  
find a ride down  
to her office."**

— A Pine Rest Patient

"I have received great feedback from clients thanking me for reaching out, for being there to offer additional support, to answer questions they had and for just listening. What an honor to join with someone on their journey to healing, even for just a short visit."

—Nicole Gilbertson, PsyD, Christian Counseling Center



# SHARING OUR EXPERTISE AND TALENT

## First Latino Clinical Pastoral Education Class

Since 1970, Pine Rest's Clinical Pastoral Education (CPE) program has educated more than 1,000 individuals from around the world working toward board certification as professional chaplains. Last year Pine Rest offered its first Latino class for Spanish speakers in partnership with the Calvin Seminary Hispanic Ministry Certificate Program.

Before the class could start, the CPE manual needed translating. One of Pine Rest's certified educators, Rev. Kathy Bird DeYoung, is fluent in Spanish and was able to complete the translation thanks to funding provided by the Pine Rest Foundation and the Association for Clinical Pastoral Education.

Through this CPE unit, the students learned the importance of active listening and empathy while providing pastoral care. After putting this into practice, the students discovered that the quality of pastoral care they provided improved. One student said, "We are able to come alongside those hurting. Church members have experienced healing, and explained how after 'feeling heard', they could move forward."

**"I consider myself truly blessed to come to such a warm and affirming place."**

—A Pine Rest Patient



**First Latino CPE Graduation Class, December 2018**

(L to R): Ana Maria Hernández; Maribelle Santos; Michell Hernández; Rev. Karl Van Harn, DMin, Director of Pastoral Services & CPE; Rev. Kathy Bird DeYoung, ACPE Certified Educator; Rosa Maria Avila; Mario Martinez; and Alfredo de la Rosa.

## Determining Best Practices for Psychiatric Hospitals

Last year, Pine Rest was invited to work with the American Hospital Association Health Research & Educational Trust (HRET) along with other psychiatric hospitals to further the Partnerships for Patients' goals for reducing harm in psychiatric hospitals.

The questions the HRET team members sought to answer were:

- What are high-performing psychiatric hospitals doing well that allow them to provide high-quality, safe care to their patients?
- How can we spread those practices to other hospitals?

The team conducted interviews with staff members—from CEOs to housekeepers—at six high-performing, free-standing psychiatric hospitals across the United States to research culture, processes, facilities, staffing, etc. Pine Rest was one of the hospitals visited. Other site visit locations were New York State Psychiatric Institute, New York; North Dakota State Hospital, North Dakota; Rogers Memorial Hospital, Wisconsin; and Sheppard Pratt Health System, Maryland.

"It was exciting to share Pine Rest's experience with the American Hospital Association team," said Pine Rest's representative on the project, Heather Treib, MBA, Hospital Based Services Director of Operations. "But it's even more important for our organization to dive into the findings so we learn how we can improve and provide the most effective care possible."

The resulting study, *Delivering High Quality Behavioral Health Care: Practices and Innovations from Leading Organizations*, was published in October 2018. Designed for free standing psychiatric hospitals and hospitals with psychiatric units, this resource provides new ideas and implementable practices that can improve care delivery and safety for patients and workers.



Carol Goswick, RN, from the Cypress Unit being interviewed by Heather Treib and Rev. Karl Van Harn for the AHA/HRET initiative.

# EXPANDED EAP SERVICES

## Supporting Increasing Community Needs

The Pine Rest Employee Assistance Program (EAP) started decades ago to help organizations encourage their staff to seek counseling or therapy for grief, anxiety, depression, addiction and more. In those days, health insurance often did not cover therapy; however, employers saw that helping their employees address these issues resulted in better health, energy, focus, performance and morale.

Today, the EAP is as relevant as ever. With the prevalence of high deductible plans, individuals often must make choices about what treatment they can afford at any given time, even weighing choices between healthcare and other expenses of daily living. With the EAP, employees and their household family members can receive several appointments for free each year.

Bob VandePol, the EAP's executive director since 2014, has been working closely with new organizations to help them craft EAP packages that fit their needs. In the case of a couple new clients, that meant providing specialty services for law enforcement, corrections and first responders.

"Pine Rest EAP has looked at each of our employee groups to identify their specific needs such as law enforcement and corrections," said Marcie Ver Beek, Human Resources Director of Ottawa County. "Pine Rest adapted their services to provide diverse service options based on our needs. We saw a 400 percent increase in EAP utilization in the first year, and the feedback from employees has been overwhelmingly positive."

Faith-based organizations also face extraordinary stress as they minister to members and communities, especially during challenging times. The Church Assistance Program (CAP) provides many of the same programs as the EAP, but also includes pastoral counseling services.

"The CAP has allowed me to be the pastor in difficult situations," explained Pastor Ron Kool, Hillside Community Church. "I can work with people to find strength in Him while knowing that a very competent counselor is helping with the specific challenge they are facing."

The EAP has added services to help individuals address other types of concerns by partnering with internal Pine Rest resources and outside organizations. The EAP now includes elder care consultation provided by our hospital case managers, a service they were already providing to the families of patients in our Older Adult unit. Law firm Rhodes McKee provides legal consultation, and CPA firm VanderLugt, Mulder, DeVries & Elders provides financial consultation.

Organizations face crisis, too—unforeseen traumatic events such as workplace accidents, the death or suicide of a co-worker or student, robberies, violence, natural disasters and more. An outgrowth of the EAP, Pax Crisis Response Services, provides a team of specially trained crisis response consultants immediately in the time of crisis to help leaders support the transition out of crisis and address the needs of all affected by the crisis.

"I've come to really appreciate Pax's quick response when we feel like we are in a bit of a crisis," says Andy George, Director of Human Resource Services at Calvin College. "They have calmly guided and challenged us to become more resilient leaders."

In 2018 Pine Rest EAP covered...

250+ organizations

32,000+ lives

 VIDEO EXTRA

"We had a situation at AMERIKAM where one of our long-term team members was killed in a car accident. I knew there would be a calling for me to be a leader, providing guidance, direction and support for all our team members. But I, too, needed that strengthening and guidance from the Pine Rest EAP."

—Stephanie Leonardos, President & CEO, AMERIKAM



Watch the interview at: [pinerest.org/eap](https://pinerest.org/eap)

# PROVIDING MORE EFFECTIVE TREATMENT

## Screening Database Informs Treatment Improvements and Provides Research Opportunities

Pine Rest has used multiple standardized outcome measures for years in the outpatient clinic network. These screening tools are a best practice for determining severity of symptoms, treatment goals and treatment effectiveness with individual clients.

“Standardized outcome measures provide a common language to evaluate the success of treatment,” said Evonne Edwards, PhD, Clinical Director for Outpatient Services. “Like having temperature, blood pressure, pulse, etc., taken when seeing a primary care physician or visiting urgent care, we use standardized outcome measures to determine the level of our patient’s symptoms, then compare them to established levels in order to determine treatment, and compare them to the patient’s prior scores to see if our treatments are working.”

Since one or more of these surveys were administered at approximately 80 percent of outpatient sessions over many years, Pine Rest has compiled an impressive database of scores totaling over 857,000 measure administrations, including over 637,000 administrations

of the Patient Health Questionnaire (PHQ-9), a validated measure for depression. It’s possible that this is the largest database of scores for mental health screeners ever compiled by a single behavioral healthcare organization.

Studying the PHQ-9 database, Dr. Edwards’ team has identified that patients’ average scores had significantly decreased by the fifth session with a therapist. Now clinicians know they can adjust treatment if they have not seen these expected results within this time frame, something they can do much earlier than in the past.

Dr. Edwards has already compiled a long list of potential questions to “ask” the database, questions that will help determine what patient characteristics lead to better or worse responses to treatment, what variability in treatment results in differences in treatment outcomes for different patients, and what leads some patients to continue in treatment and others to drop out prior to achieving improvements in symptoms.

“We are also starting to partner on research involving the database. Because of its size, researchers looking for specific populations, conditions and outcomes will be able to find that subset in our data. Another benefit to researchers is that our patients reflect real-world patients, with more variability in what treatments they are taking and what conditions they are struggling with than controlled studies that often focus on one protocol with restrictions that sometimes reflect reality for a very small percent of our patients.”

—Evonne Edwards, PhD, Clinical Director for Outpatient Services



## Telepsychiatry Bridges the Distance Between Patient and Psychiatrist

Because of the national shortage of psychiatrists, many community organizations struggle to provide psychiatry for their clients including emergency rooms, hospitals, community mental health, elder care facilities and prisons. For over five years, Pine Rest Behavioral Health Solutions (BHS) has been working with these types of organizations to fill this care gap using technology.

Telepsychiatry allows a single psychiatrist to provide services to multiple organizations without having to lose time traveling.

The results: people who used to have to travel long distances or wait several months for an appointment can receive treatment in weeks.

### VIDEO EXTRA

"...[P]articularly in rural areas, Pine Rest Telepsychiatry is a way for us to provide good, competent psychiatry to places where there aren't a lot of psychiatrists ... it used to take people in that area (rural Illinois) up to three months to see a psychiatrist. Now we can do it in a couple of weeks."

—Aaron Plattner, MD, Adult Psychiatrist, Pine Rest

Watch the interview at [pinerest.org/telepsychiatry](http://pinerest.org/telepsychiatry)



## Behavioral Health Intensive Care Area Provides a Safe Space at Spectrum Health Lakeland

In 2018, Pine Rest's Behavioral Health Solutions (BHS) team opened a two-bed Intensive Care Area within Spectrum Health Lakeland's 26-bed behavioral health unit. BHS manages the unit through a management agreement and shared desire to help better serve the Southwest Michigan community.

The Intensive Care Area provides a safe space to support those with significant psychiatric symptoms who may be difficult to place due to level of violence or other symptoms.

The space clinically provides decreased stimulation, enhanced staff monitoring, and increased safety and treatment interventions for those with violent behavior toward other patients, staff or themselves.



(L to R) Dr. Eric Erickson, Medical Director and Psychiatrist, and Keith Arnold, BSN, RN, Nurse Manager in the ICA.

### VIDEO EXTRA

"We forged a partnership with Pine Rest 10 years ago to manage our behavioral health unit ... patients are able to stay in their home community and that's impactful. Our patients' families struggle with that distance, so keeping them here in Muskegon is very important."

—Kimberly A. Maguire, Chief Nursing Officer/VP Patient Care Services, Mercy Health Muskegon

Watch the interview at [pinerest.org/bhs](http://pinerest.org/bhs)



# CONNECTING WITH COMMUNITY

Pine Rest staff are routinely working with community organizations, media and professional groups to inform, educate, instruct, mentor and more. The following are just a tiny fraction of our activities this past year.

Pine Rest staff members gathered early one morning in September to support Hospital Based Services Corporate Director Harmony Gould during a WOOD TV8 DayBreak interview with Terri DeBoer.



Seventeen senior hospital management professionals from China met with Pine Rest executives and received a hospital tour as part of the Michigan State University workshop "Hospital Management and Healthcare Reform in the U.S." Their goal is to gain a deeper understanding of innovative ways to deliver healthcare and to connect with professionals in the U.S.



Pine Rest participated in a panel discussion about suicide and prevention on the 11 p.m. WZZM news after the premier of the new show "A Million Little Things." One of the characters in the show died by suicide, and is the wake-up call the others need to finally start living. Panel members were (L to R) Bob VandePol, Pine Rest; Vonnie Woodrick, I Understand; Christy Buck, Mental Health Foundation; and Juliet Dragos, WZZM.



During ArtPrize, Pine Rest staff members (L to R) Ann Przybysz, CTRS, and Carolyn King, MD, worked with families on a mask painting activity. One half of the mask was to show how they feel inside and the other half how they feel on the outside. This is an activity therapy routinely used in the hospital.



Holland and Zeeland Clinic staff hosted an information table at Holland's Recovery Fest. Pictured are (L to R) Melissa Van Orman, PhD, and Ria Nieboer, LMSW, CAADC.

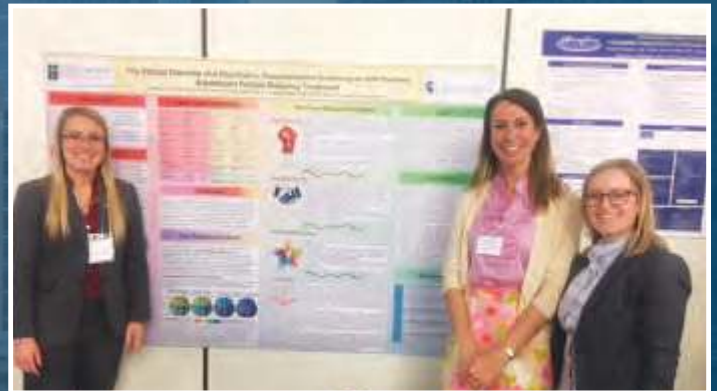


**“What I learned at Pine Rest helped me immensely through very difficult life circumstances.”**

— A Pine Rest Patient

Shanda Vaughn, Community Youth Educator, at the Kent County Youth Prevention's 9th Annual Youth Summit, presented to 240 youth on the topic of “Communication Matters.” her talk was designed to help uncover and share key strategies for communicative magnificence.

Pine Rest Psychiatry Residents won awards for five posters presented at the 2018 Michigan Psychiatric Society Annual Meeting. Pictured here are (L to R) Lindsey Bailey, MD, Alisha Thibault, MD and Katherine Tontillo, MD with their second-place poster presentation titled: “The ethical dilemma of a psychiatric hospitalization involving an HIV positive adolescent female refusing treatment.”



Pine Rest was a sponsor of the first American Foundation for Suicide Prevention walk in Traverse City. Pictured here are (L to R) Kristine Wilmoth, MSCP, and Tim Meagher, MA, from the Pine Rest Traverse City Clinic.



# BY THE NUMBERS

PATIENT CARE	2018	2017
<b>Outpatient Visits</b>	<b>309,973</b>	<b>298,010</b>
Clinic Network	295,528	282,552
Community Services	14,445	15,468
<b>Hospital Admissions</b>	<b>9,146</b>	<b>8,451</b>
Partial	1,936	1,871
Inpatient	7,210	6,580
<b>Hospital Days of Care</b>	<b>71,647</b>	<b>69,470</b>
Partial	8,614	8,514
Inpatient	63,033	60,956
<b>Residential Days of Care</b>	<b>65,428</b>	<b>70,521</b>

FINANCIAL HIGHLIGHTS*	2018	2017	2017 corrected
Total Revenues	\$141,770,006	\$134,194,108	\$139,823,527
Total Expenses	\$152,609,643	\$125,486,011	\$131,210,777
Community Benefit	\$8,428,000	\$6,411,000	\$6,411,000

EDUCATION	2018	2017
Clinical Pastoral Education	45	43
Nursing	462	449
Phlebotomy	3	5
Psychiatry Residency Program	37	25
Recreational/Occupational Therapy	14	18
<b>Rotations</b>	<b>152</b>	<b>144</b>
Visiting Resident	19	17
Medical Student	102	105
Physician Assistant	14	18
Doctor of Pharmacy	0	1
Nurse Practitioner	7	3
<b>Internships</b>	<b>78</b>	<b>93</b>
Predoctoral Psychology	4	4
Undergraduate Psychology, Social Work, Nursing, Administration	74	89

EMPLOYMENT	2018	2017
Michigan	1,835	1,860
Iowa	21	27

\*A copy of the audited financial statement is available upon request.

# 791 Students, Interns & Medical Learners

Expanding our culture of learning allows us to train compassionate professionals for our communities.

# 54,336 Patients Treated

Number of children, teens and adults Pine Rest staff personally interacted with during the year.

# \$8,428,000 Giving Back

Total value given back to the community through the Patient Assistance Fund, funding for community mental health initiatives, services provided where the amount charged does not cover the full cost of providing care and amounts written off when a patient is unable to pay.

## VIDEO EXTRA

"I had hit the lowest in my life, and I tried to commit suicide. I was homeless at the time. I didn't have much faith in anything ... I walked into StreetReach one day. This guy named Bryan walks up to me, "How may I help you?" They put me on some medications. Eventually I got back to normal. It was the first time anybody really gave a crap about me and my situation."

—Samantha, A Pine Rest Patient



Watch the interview at [pinerest.org/streetreach](https://pinerest.org/streetreach)

## PINE REST FOUNDATION

### A LETTER FROM OUR EXECUTIVE DIRECTOR

I am honored to serve as the Executive Director of the Pine Rest Foundation. I began working with Pine Rest at the end of October...the best decision I have made in my fundraising career. I was able to step into this role and join a team of dedicated and compassionate Foundation professionals directed by a Board of diverse community leaders.



Donald M. MacKenzie

Pine Rest is extremely fortunate to receive generous support from many individuals, families, churches, businesses, corporations, and foundations. Your giving is having significant impact in the lives of the patients and clients we serve.

One of the things that attracted me to Pine Rest was the phenomenal, long-standing reputation that it enjoys. We have a storied history of being strategic in our approaches, compassionate in our caregiving and collaborative with our external partners. We provide the absolute best care possible, all while conveying a ministry of love and healing in Christ's name.

Your support is critical and greatly appreciated. You have our continued commitment to be excellent stewards of your faithful giving. We are directly aligned with the strategic plan of Pine Rest and have full confidence in our Boards to always keep our patients' respect, dignity, healing and safety at the forefront of all of our decisions.

Thank you for allowing us to share with you through this annual report. Please enjoy reading these stories of personal triumph and healing. It is exciting to look back over the past year and know we are on firm footing as we move forward with both urgency and momentum.

You are a blessing!

A handwritten signature in dark ink that reads "Donald".

Donald M. MacKenzie  
Executive Director, Pine Rest Foundation

**"I was very reluctant to come to therapy, due to the stigma and my own ignorance. I'm glad I began coming. My therapist truly listens and offers great insight and a different perspective. He also asks relevant questions. I'm thankful to God for Pine Rest."**

—A Pine Rest Patient

**PINE REST FOUNDATION****TOTAL GRANTS & GIFTS**

Each year, the Pine Rest Foundation Board approves a financial gift from the endowment fund. For the fiscal year of 2017-18, Pine Rest Foundation distributed \$1,196,375 to the Casey Wondergem Grant Program and the Patient Assistance Fund.

<b>Casey Wondergem Grant Program</b>	<b>Amount</b>
Administration: Strategic Plan and Improvements	\$252,262
Telehealth Services	\$140,000
Professional Practice Group	\$105,517
Residential Services	\$72,499
Hospital Based Services	\$18,359
<b>TOTAL</b>	<b>\$588,637</b>

<b>Patient Assistance Fund</b>	<b>Amount</b>
Pine Rest Christian Homes	\$340,843
General	\$252,276
Iowa	\$14,619
<b>TOTAL</b>	<b>\$607,738</b>

## Wondergem WORKS

The Casey Wondergem Grant Program has had a tremendous impact on Pine Rest and a significant role advancing healthcare in the communities we serve. In recent years, staff have been asked to filter proposals through the lens of the strategic plan, which has led to the advancement of a number of key projects.



### Telehealth Services

“Many people struggle with how to fit a therapy routine into their hectic lives. As an example ... for busy parents of small children, the thought of finding childcare every week to cover the time it takes to drive to a clinic, spend an hour in therapy, and then drive back home may feel more overwhelming than just continuing to deal with feeling depressed. Teletherapy can reduce the stress of seeking treatment!”

#### Jasmine Starr Emerick, LMSW

Therapist, Teletherapy Clinic



### Advanced Training for Eating Disorders

“A majority of individuals with eating disorders have a primary substance use and/or mental health disorder, such as an anxiety disorder, depression or other mood disorder, obsessive-compulsive disorder, or post-traumatic stress disorder. Clinicians with advanced training in eating disorders will help us reduce barriers to treatment and promote better outcomes for these patients.”

#### Kelly Boprie, LMSW

Therapist, Southwest Clinic, Professional Practice Group



### Advanced Training in Nutrient Therapy for Pregnant Women

“Treatment of psychiatric symptoms in a pregnant mother requires skilled decision-making by the provider and ability to describe the risks, benefits, side effects and alternatives to the patient so informed consent can be given. Nutrient therapy is an alternative therapy, considered to be a more natural way of healing that mothers are interested in. Attending this four-day workshop allowed us to include these therapies and continue to provide superior clinical outcomes for our patients.”

#### Madhavi Latha Nagalla, MD

Reproductive Psychiatrist, Hospital Based Services

# 2018 DONORS

The generous individuals and organizations listed in the following pages contributed \$5.1M between July 1, 2017, and June 30, 2018. The support of these donors allows Pine Rest Christian Mental Health Services to fulfill its mission of providing behavioral healthcare with professional excellence and Christ like integrity. We are grateful for their investment in our work and for their unwavering compassion for those we serve.

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**2018 Psychiatry Resident Research Symposium to Highlight Resident Scholarly Activity**  
 (L to R): Dr. William Sanders with Lois & Doug Nagel

**"I have known for quite some time that Pine Rest is making a significant impact in the lives of those we serve. Hearing the personal testimonies is a beautiful reminder that of tens of thousands we serve annually, each has their own unique story of triumph and gratitude. I will continue to support Pine Rest because there are so many who need the hope and healing we provide in Christ's name."**

—The Honorable David McKeague



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 Neland Avenue Christian Reformed Church  
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 Oakland Christian Reformed Church  
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 Providence Christian Reformed Church  
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**"The legacy of Peter and Pat Cook lives on, as through the Peter C. & Emajean Cook Foundation they continue to offer a hand up to the vulnerable and hurting in our community. Obeying the Lord's directive to help those in need, we proudly partner with Pine Rest to provide healing to a hurting world."**

—Carrie L. Boer, Treasurer,  
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## 1910 Society



### Leaving a Legacy of Compassionate Care

The founding year of Pine Rest resonates deeply within our organization. The 1910 Society serves to honor those who have included Pine Rest in their estate plans by making a straight bequest or utilizing another planned giving tool, such as a charitable gift annuity or insurance policy. These gifts make a significant impact throughout Pine Rest. We thank those who have already made this lasting commitment. We are indebted to the members of the 1910 Society.

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**If you are not listed but have made a provision for Pine Rest in your estate plan, please contact the Pine Rest Foundation at 616.455.8680. We look forward to discussing your vision for the gift and hope to recognize you as a member of the 1910 Society in the future.**

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**Pine Rest employees contribute to our mission through gifts of time and talents each day. We are especially grateful to the employees listed below for supporting the Pine Rest Foundation this fiscal year.**

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**We would like to gratefully acknowledge these Team PR Pacing members whose contributions provided significant support and raised over \$11,000 for the Pine Rest Patient Assistance Fund.**

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**Team PR Pacing members pose for a photo prior to "Fund-racing." One hundred percent of funds raised go directly to the Patient Assistance Fund to help individuals and families get the help they need without cost being a barrier to treatment.**

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The Pine Rest Foundation exists to provide Pine Rest Christian Mental Health Services with financial resources and community support so its ministry of love and healing in Christ's name can flourish and be enhanced.

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**My son's therapist is so warm and caring. She has given us wonderful advice on dealing with my son's anxiety.**

—A Pine Rest Patient

# PINE REST LEADERSHIP

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Pine Rest Christian Mental Health Services is called to express the healing ministry of Jesus Christ by providing behavioral health services with professional excellence, Christian integrity and compassion.

## Vision

Guided by Mission, we promise a compassionate care experience that changes lives. We support this promise of healing through measurable outcomes and value.

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When you join one of Pine Rest's social communities, you'll be first to know about Pine Rest news and events, learn about the latest mental health news and be inspired by stories about staff, volunteers, patients and people in our communities. And when you share information about mental health, you can help reduce the stigma that often prevents people from seeking help.

-  [Facebook.com/PineRest](https://www.facebook.com/PineRest)
-  [Twitter.com/PineRestGR](https://twitter.com/PineRestGR)
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-  [Instagram.com/PineRestGR](https://www.instagram.com/PineRestGR)

## Share the Recovery.

More than 2,500 men, women and children with limited resources received direct financial aid this year because of your generous gifts to the Patient Assistance Fund. Unfortunately, the need is greater than the funds available. Won't you please make a gift today to help us meet the growing need for services? Visit [www.pinerest.org/donate](http://www.pinerest.org/donate).

**Pine Rest Christian Mental Health Services**

616.455.5000 or 800.678.5500

300 68th Street SE Grand Rapids, MI 49548 [pinorest.org](http://pinorest.org)

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