Shaping the Future
2011 Report to the Community

Helping patients find
The Power to Overcome

SHELTERING ARMS PHYSICAL REHABILITATION CENTERS
Shaping the Future of Rehabilitation

A few years ago, we set forth a bold vision—to shape the future of rehabilitative care to improve the quality of life in the communities we serve. Today, our vision is taking shape as we raise the bar in physical rehabilitation.

To fulfill our vision, we empower our staff to do remarkable things—earn advanced certifications, participate in research and develop new approaches to rehabilitation. We work with leaders in physical rehabilitation around the world, collaborating with pioneers of new devices to bring these groundbreaking technologies to Central Virginia.

Our new iWALK Recovery Center® is a compelling example of how the future is taking shape right now at Sheltering Arms. It is thrilling to see our staff in action as they help patients learn to walk again, transforming their lives in the process. We share some of their stories in the pages ahead and in our new documentary on our website (at www.ShelteringArms.com).

We are always seeking ways to enhance the patient experience and improve the practice of rehabilitation. Therefore, we must continually challenge ourselves as an organization. We are excited to build upon the success of the iWALK Recovery Center with our iREACH and iCONNECT programs that blend the power of technology—and the expertise to apply it—with the human touch. As part of our ongoing effort to provide a complete continuum of care at convenient locations, we opened two new outpatient clinics last year.

It often seems like magic when our therapy staff, nurses and physicians come together to help patients find the power to overcome. Yet it is truly the result of their hard work and the support of the people who believe in us. We are grateful to our donors, volunteers and board members who give us support so that we can achieve our vision.

Our Vision for Tomorrow

After an injury or illness, patients wonder what the future will hold. We help them put the pieces of their lives back together and find hope that tomorrow will be brighter.

Through our work in transforming patients’ lives, one at a time, we are also shaping the future of rehabilitative care. Advances in technology that once sounded like science fiction are here. With the tools we once dreamed of in our hands, our expertise is changing lives in ways that a few years ago might have been thought impossible.

These are the stories of patients who faced daunting setbacks and the people who helped them find the power to overcome.

It’s the dawn of a new day at Sheltering Arms, and exciting developments are on the horizon.
A Leader in Physical Medicine

Hillary Hawkins, MD, has been an asset to Sheltering Arms for almost 20 years. Her lifelong passion for physical rehabilitation began when she was only 15 years old. “It has always been my number one interest, and I love what I do every day,” says Dr. Hawkins, Medical Director at Sheltering Arms Hospital in Hanover.

Dr. Hawkins is a leader at Sheltering Arms as well as in her specialty of physical medicine and rehabilitation. “There’s been a huge shift in technologic advances in rehabilitation,” she says. “Sheltering Arms is on the forefront of that now with the equipment we use to treat our neurological patients.”

In addition to her work at Sheltering Arms, Dr. Hawkins is involved in the medical community. As a member of the Board of Trustees of the Richmond Academy of Medicine, she serves as an advocate for physicians and patients. “We’re a voice for the physicians in the community.”

In collaboration with a large healthcare system, Dr. Hawkins leads a team of Sheltering Arms physicians and nurses developing a rehabilitation program for patients with a left-ventricular assistive device (LVAD). When implanted, this new device helps the weakened heart pump blood. “They’re very delicate patients,” she explains. “We were asked to manage patients’ medical complications and help them participate in the intensive exercise and rehabilitation they need after the procedure.”

Dr. Hawkins’ level of passion and commitment is not unusual at Sheltering Arms. “The people that I work with are really wonderful, caring people. That’s what makes going to work every day very enjoyable,” she says. “I feel very lucky.”

Pursuing Excellence Through Advanced Certification

By encouraging professional growth and achievement, Sheltering Arms creates a culture of excellence. Clinical staff members seek advanced certifications so they can have a greater impact on the quality of patients’ lives.

An Award-Winning Place to Work

In 2011, Sheltering Arms earned three Employer All Star Awards, including the prestigious Employer of Choice Award, from Richmond SHRM, the Greater Richmond Chamber and the Richmond Times-Dispatch. Modern Healthcare magazine named Sheltering Arms one of the top 100 Best Places to Work in Healthcare—for the third time.

A PHYSICIAN PROFILE:

Hillary Hawkins, MD

“Incorporating technologic advances and the latest science into patient care supports our vision to help patients reach their goals and live independently.”

Hillary Hawkins, MD

A PASSION FOR NURSING

Desta Abate, RN, is one of 27 nurses at Sheltering Arms who have become Certified Rehabilitation Registered Nurses, which is the largest concentration at a healthcare facility in Central Virginia. The certification requires intensive preparation for a difficult examination.

The effort was worthwhile for Abate. “It’s something that I apply every day on every patient here,” she says. “It gives me deeper insight into our patients.”

Nursing is her passion, and Sheltering Arms is where she feels she can make a difference. “I feel like everybody is just like family, getting involved and working hard. Everybody inspires me,” says Abate.

A THERAPIST’S ACHIEVEMENT

Bryan Gilreath, PT, joined an elite group of therapists who are Orthopedic Certified Specialists. The rigorous certification process took a major commitment on top of his job as manager of the Maple Clinic and volunteer work.

“I’ve had great support here,” he says. “I’ve been able to do the things I want as far as education, career goals and working with different types of patients.”

Helping people is the focus of Gilreath’s career. “You can really change their lives,” he says. “That’s why I have a passion for it and continue to pursue learning opportunities so that I can excel at it.”
Sheltering Arms opened the iWALK Recovery Center in early 2011, bringing together innovative technologies and the latest practices to help patients learn to walk again. According to Matt Wilks, PT, Director of Inpatient Therapy Services, “This is the very best setting in healthcare to help people with neurological injuries and illnesses put the pieces back together—and help them find the power to overcome.”

These amazing recoveries are possible because of a concept called neuroplasticity. By harnessing the brain’s power to rewire damaged neurological pathways and the body’s ability to adapt, therapists unlock each patient’s potential to relearn how to walk. The iWALK Recovery Center is the result of extensive planning and research. Sheltering Arms staff traveled worldwide to work with the pioneers of new technologies and earned advanced certifications.

“One of these new tools is ZeroG, which Sheltering Arms was first in Virginia to bring to civilian patients. LokomatPro’s robotic technology moves the patient’s legs on a treadmill, retraining the brain faster by relieving physical strain,” Wilks says. For Anita Crean, who started therapy at the iWALK Recovery Center paralyzed from a neurological illness, the mental and physical boost she received was life-changing. “I was always challenging myself and I kept improving,” she says. “That gave me the confidence to try other things.”

Sheltering Arms opened the iWALK Recovery Center in early 2011, bringing together innovative technologies and the latest practices to help patients learn to walk again.

Shaping the Future of Rehabilitation: iWALK Recovery Center

2011 Neurological Admissions by Diagnosis

1. Stroke 37.6%
2. Brain Injury 18.2%
3. Spinal Cord Injury 24.3%
4. Other Neurological 19.9%
5. Other 19.9%

A Sense of Purpose

PATIENT PROFILE: George Teal

“That’s what Sheltering Arms does. They give you a reason to move forward—the power to overcome.”

George Teal

Without the iWALK Recovery Center, George Teal imagines his life would have taken a very different turn. “I could see me just sitting there, feeling sorry for myself,” he says. “If it wasn’t for Sheltering Arms, I don’t know where I’d be.”

A stroke took away George’s ability to move the right side of his body and speak clearly—a devastating blow for anyone, especially a hard-working landscaper. “When you come to Sheltering Arms, you get hope that tomorrow’s going to be better—and you find out that it is.”

Helping patients with neurological injuries learn to walk again is exactly what the iWALK Recovery Center is designed to do. With the guidance of his therapy team, George’s intensive therapy with robotic equipment helped his brain make new connections to replace ones damaged by the stroke, recovering function he may have otherwise lost.

Step by step, George regained the ability to walk—as well as the hope for an independent future. “Can you picture my life without ZeroG? Can you picture it without Sheltering Arms?” he wonders. “I can’t.”

Now George is able to keep up with his energetic dog and he continues to make progress in therapy. He’s even planning to volunteer at Sheltering Arms because he feels moved to give back. “I’m living life now and I’m doing it happily, robustly. I’m enjoying life now—thanks to Sheltering Arms.”
A Partner for Life

A single parent working full time, Shirel Neale is no stranger to hard work and determination. Yet when a stroke left her unable to move her left arm and leg, she faced having to learn all over again nearly everything she once took for granted.

“They have to make up your mind,” she says. “Are you going to let the devastation really set in, or are you going to try to reach out and grab the power to overcome this?”

Sheltering Arms was with her every step of the way. Physical therapists from Sheltering Arms worked with Shirel at an acute care hospital after her stroke. A few days later, she recovered at Sheltering Arms Hospital in Hanover for two weeks, including therapy sessions at the iWALK Recovery Center. By the time she returned home two weeks later, she could walk on her own with a cane.

“I was amazed at the equipment. I was amazed at the friendliness of the people. Not just the therapists, but everybody I was in contact with,” she says. Through outpatient therapy a few times per week, she was finally able to reach her goal to return to work.

Shirel continues to make gains in outpatient therapy and with her home exercise program. She firmly believes that without Sheltering Arms, she wouldn’t have been able to return to work or attend her son’s school activities. “Had I not pushed myself, he not pushed me, Sheltering Arms not pushed me, I wouldn’t have been able to accomplish that.”

Changing Lives Across a Full Continuum of Care

Sheltering Arms provides a full continuum of care throughout every phase of patients’ recoveries, with the goal of helping as many patients as possible achieve a more productive, independent future.

To begin therapy as early as possible, Sheltering Arms therapists work with patients in acute-care hospitals immediately following an illness or injury. When patients are stable enough to participate in intensive daily rehabilitation but need 24-hour care, they continue their recovery at one of two Sheltering Arms rehabilitation hospitals in Hanover and Midlothian.

Sheltering Arms opened the iWALK Recovery Center last year, expanding the continuum of care with an intensive program to help patients walk again, available on an inpatient and outpatient basis.

As part of an ongoing effort to provide a broad continuum of care at convenient locations, Sheltering Arms built two new outpatient clinics in 2011, bringing the total to ten throughout Central Virginia. The Hull Street Center opened in Midlothian and the Chester Center moved to a new facility on Iron Bridge Road.

Unique among rehabilitation providers, Sheltering Arms empowers people of all abilities to overcome physical setbacks by embracing a lifetime of fitness and wellness. Partner for Life programs enable people to return to activities they love—or discover new ones—through Adaptive Recreation, Club Rec, special events, personal training, fitness center memberships and more.
Part of a New Family

PATIENT PROFILE: Alyson Pugh

“To me, Sheltering Arms is the best place in the United States to go. I wouldn’t want to go anywhere else.”

Alyson Pugh

Anyone passing Alyson Pugh on campus would never guess it wasn’t long ago that this vivacious college student was paralyzed from her hips down. A spinal inflammation interrupted her very active sophomore year in college, leaving her hospitalized and potentially facing her future in a wheelchair.

“All of my friends were having fun at school, and I was in the hospital learning how to do something I learned at age one,” Alyson recalls. “Sheltering Arms helped me get my strength back and learn how to walk in a matter of three weeks, when I couldn’t have imagined being able to walk again.”

She spent one month in inpatient therapy and six weeks in outpatient therapy. “I really became friends with the therapists,” she says. “They had the equipment and the good spirits that I needed to get myself through this.”

During her difficult recovery, Sheltering Arms staff encouraged Alyson’s family to take an active role, even involving them in her exercises. “It became a family thing,” says Alyson. “That was great because it was even more support and motivation for me.”

Alyson has come so far that her inspiring story was featured in a video shown at the 5th Annual Celebration of the Power to Overcome. As the audience applauded Alyson, it was fitting for her family to share the spotlight with her. They were an important part of her therapy team, along with the physicians, nurses, therapists and other staff members who supported and encouraged her recovery at Sheltering Arms.

Developing a Network of Community Support

When patients like Alyson Pugh find the power to overcome, something extraordinary happens. They and their loved ones become part of the Sheltering Arms family. Along with many donors and volunteers, they get involved by raising funds, spreading awareness, and giving their time and talent. Their efforts enable Sheltering Arms to touch even more lives and offer financial assistance to those in need.

Many events in 2011 strengthened Sheltering Arms’ ties to the community. The 5th Annual Celebration of the Power to Overcome recognized National Rehabilitation Awareness week and honored patients who have found the power to overcome at Sheltering Arms.

One of those patients is Jamaal Williams. He has taken an active role in publicly sharing his stroke recovery story. Now a Sheltering Arms volunteer, Jamaal is inspiring others as one of 12 chosen nationwide for the National Stroke Association’s Faces of Stroke campaign.

In honor of National Stroke Awareness Month in May, Sheltering Arms held the 2011 Richmond Stroke Symposium to educate medical professionals and the public. For the first time, Sheltering Arms hosted the Strike Out Stroke event at the Diamond, combining baseball with fundraising and stroke prevention awareness.

There are many fundraising traditions for Sheltering Arms. Now in its 19th year, the Different Strokes Golf Extravaganza helped Sheltering Arms acquire a Paragolfer® for the Adaptive Golf Program. Since the 1950s, the Sheltering Arms Junior Board and DuPont have made generous annual donations. The Junior Board’s Bal du Bois raised $100,000 and DuPont employees gave $62,982 last year.

In addition to providing financial assistance to patients, Sheltering Arms gives back to the community by sponsoring and participating in numerous events, seminars, health screenings and health fairs. Through prudent stewardship of resources, Sheltering Arms’ media exposure online, in magazines, newspaper articles, advertising and TV news appearances builds public awareness and positive attitudes regarding the needs and capabilities of people with disabilities.
The Science of Exercise, the Art of Building Confidence

Harris White, 14, loves sports, especially rowing and basketball. More than anything, he wants to improve his ability to compete. That’s where Danny Clifford, Fitness Specialist and Sports Performance Coach, entered the picture.

Clifford worked with Harris at Athletic Republic, a research-based, sports performance training program at Sheltering Arms. “It’s a scientific approach to exercise,” explains Clifford, who has a Master of Science in exercise science and biomechanics. He is also a Certified Athletic Trainer and a Certified Strength and Conditioning Specialist.

With intensive, one-on-one training, the exercise physiologists at Athletic Republic help athletes of all ages and abilities become faster, more agile and more powerful.

Unlike most athletes, Harris has faced a particular challenge since birth—cerebral palsy. The neurological disorder caused one leg to be weaker than the other. “I have made tremendous progress,” says Harris. “I can run faster and jump higher.”

Using techniques developed to train high-profile athletes, Clifford measured Harris’ progress in detail with specialized software and patented exercise equipment. This process helped Clifford guide Harris through exercises most effective for building strength for the sports he wants to pursue. “The biggest thing was building confidence in himself,” says Clifford.

For Harris, overcoming the challenges he faces as an athlete has been no small feat. “Sheltering Arms provided me with a chance to improve myself so I can live a happier and more productive life,” he says. “For that chance, I am very grateful.”

Exploring Innovative Ideas: iREACH and iCONNECT

Building upon the iWALK Recovery Center’s success in helping patients learn to walk again, Sheltering Arms has begun two new initiatives bringing technology and expertise together to produce better outcomes for patients.

iREACH
The iREACH team is developing clinical practice guidelines for improving upper extremity function. The guidelines cover best practices for technologies Sheltering Arms has in place, including electrical stimulation, robotics, spring-assisted therapy and virtual reality training.

“The guidelines ensure that therapy is uniform across different settings and therapists,” explains Occupational Therapist Kristin Nuckols, MOTR/L, who leads the iREACH team. “Every patient’s treatment is individualized, but the guidelines help us deliver a more consistent standard of care.”

The team reviewed research of the most effective technologies and approaches in treating the upper extremity. “One of the most important findings is that therapy has to be challenging, multi-sensory and repetitive to spark as many neurons as possible,” says Nuckols.

The iREACH team is exploring a new opportunity—bringing devices to patients in acute-care hospitals to start therapy immediately. “The way people engage with this technology is amazing,” says Nuckols. “The speed of recovery is so much faster.”

iCONNECT
The iCONNECT initiative was born when Speech-Language Pathologist Anna Holzbach, MS, CCC-SLP, started using her own iPhone during therapy sessions. The iCONNECT team is now exploring ways to use iPads in therapy while strengthening connections between patients, their families and staff.

“We found we were utilizing the devices for everything—documentation, treatment and video feedback,” says Holzbach, who leads the multidisciplinary iCONNECT team developing clinical practice guidelines. “I want it to enhance how we do therapy and work as a team.”

Video is a powerful tool for patients to watch their own progress and for therapists to share with each other and with patients’ families.

“Patients and family members have cried after realizing how far they’ve come,” she says. “The most rewarding thing about my job is literally changing someone’s life. We help them realize life is not over and there’s potential for recovery.”

Kristin Nuckols and Anna Holzbach lead the iREACH and iCONNECT teams at Sheltering Arms.

Harris White and Danny Clifford

“Sheltering Arms has helped me do things that I never thought I would be able to do.”

Harris White
Fiscal Year 2011
October 1, 2010–September 30, 2011

REVENUE
Net Patient Service Revenue $46,682,636
Other Operating Revenue $419,258
Non-Operating Revenue $6,927,095
Total Revenue $54,028,989

EXPENDITURES
Salaries, Wages and Benefits $38,192,427
Supplies and Other Expenses $13,403,655
Depreciation Expense $2,115,126
Bad Debt Expense $307,050
Total Operating Expenses $54,018,258
Patient Services Net Margin $10,731

COMMUNITY BENEFIT AT COST
Charity Care $1,696,517

COMMUNITY BENEFIT PROGRAMS
Subsidized Health Services $1,169,284
Donations to the Community $469,028
Community Health Education (Resident Program) $157,757
Other (Heubi/Pharmacy/Transportation) $134,524
Total Community Benefit Programs $1,930,593

TOTAL COMMUNITY BENEFIT $3,627,110

A Brighter Future Starts with What We Do Today.

Everything we do comes together for one common purpose—to help patients find the power to overcome. We bring science, technology, education and experience together so that people whose abilities have been shattered by illness or injury can make their lives whole again. It may be a different life—one where nothing is taken for granted. But when patients regain confidence in themselves, the sky is the limit.

Every patient helps us push the limits of possibility, bringing us closer to achieving our vision to shape the future of rehabilitation. Shirel Neale, George Teal, Anita Crean, Alyson Pugh, Harris White and many others found much more than the power to walk, talk or even run again. They inspire others who have experienced the same challenges. Because every life transformed shines a little brighter, lighting the way for others.

Our Future Is in Your Hands.

You have the power to help shape the future of our patients, our organization and the practice of physical rehabilitation. There are so many ways to get involved. Show your support by displaying the Sheltering Arms logo on your car window. Please consider making a donation using the enclosed envelope in this report. With your help, we can touch more lives so that as many people as possible find the power to overcome.
Helping patients find The Power to Overcome

1-877-56-REHAB
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