Henry Ford Health System’s Board and senior executive leaders, (seated left to right) are:

Anthony F. Earley, Jr., chairman and chief executive officer, DTE Energy and chair, HFHS Board of Trustees, and Gary C. Valade, chair emeritus, HFHS Board of Trustees.

Standing are, Robert G. Riney, executive vice president and chief operating officer, HFHS;
Nancy M. Schlichting, president and chief executive officer, HFHS; and
Mark A. Kelley, M.D., executive vice president, HFHS, and chief executive officer, Henry Ford Medical Group.

This report honors Gary C. Valade for his leadership and service to Henry Ford Health System. In June 2010, Mr. Valade retired as Henry Ford Health System Board chair, a position he held since 2002.
Dear Colleagues and Friends,

Our country is undergoing a transformation in how health care is delivered, and Henry Ford Health System is leading the way.

Our unique assets, which help drive growth and innovation within the organization, include geographically-positioned medical centers, hospitals and ancillary services; our organized Henry Ford Medical Group with more than 1,200 physicians and researchers; a relentless focus on People, Quality, and Service; our insurance company Health Alliance Plan; as well as our organizational model of integration and collaboration.

These strengths also position us as a leader in transforming the economy in our state, in our region, and in the city of Detroit.

The theme of this report – Collaboration. Integration. Transformation. – captures the work and achievements of Henry Ford Health System during the past year.

Collaboration.
Collaborating and creating new partnerships with area businesses, local government and academic institutions are bringing new hope and energy to the city of Detroit. Initiatives like CEOs for Cities are working to bring thousands of young people to live and work in the midtown area by 2015. Collaboration with leaders from other health systems, health plans and physicians is helping to build stronger relations with Federally Qualified Health Clinics and to develop a plan to expand eligibility for Medicaid participation across Michigan before health reform is implemented in 2014.

Integration.
The System’s many diverse components – workforce, physicians, facilities, services and products – ensure care is organized around the patient. One example is Henry Ford’s integration of its 32 laboratories and more than 750 staff into an integrated service line with a common information system, uniform reporting and standard work practices, allowing for faster, superior results for patients.

In 2009 Henry Ford proudly received national recognition by Modern Healthcare magazine, ranking us the #1 top integrated health care system in southeastern Michigan and #11 in the country.

Transformation.
Henry Ford is transforming how we deliver safe care, equitable care and employee health and wellness. Through initiatives like nursing hourly rounding, nurses are improving staff workflow and satisfaction and reducing patient falls and pressure ulcers. From smoke-free campuses to healthier food choices in cafeterias, the System’s Move to Improve...my body, mind, and spirit wellness initiative and Health Engagement are encouraging employees to take action to maintain and improve their health and well being.

Other highlights of 2009 include the:
• Opening of the new world-class Henry Ford West Bloomfield Hospital,
• Expansion of our flagship Henry Ford Hospital in Detroit,
• Increase in patient volumes in both hospital admissions and emergency visits,
• System’s positive revenue growth and net income despite challenging times that face the region.

On behalf of the entire System leadership team, our heartfelt thanks to our talented and innovative workforce, including our outstanding physicians and governing boards for an extraordinary year of growth and innovation.

Putting Each Patient First,

Anthony F. Earley, Jr.
Chair, Henry Ford Health System
Board of Trustees

Nancy M. Schlichting
President and Chief Executive Officer,
Henry Ford Health System

Mark A. Kelley, M.D.
Executive Vice President,
Henry Ford Health System
and Chief Executive Officer,
Henry Ford Medical Group

Robert G. Riney
Executive Vice President
and Chief Operating Officer,
Henry Ford Health System

HENRY FORD HEALTH SYSTEM • 2009 / 2010 Report
Fast Facts

Hospitals:
• Henry Ford Hospital (Detroit) 802 beds
• Henry Ford Kingswood Hospital (Ferndale) 100 beds
• Henry Ford Macomb Hospitals – Clinton Township 435 beds
• Henry Ford Macomb Hospitals – Warren 203 beds
• Henry Ford West Bloomfield Hospital 300 beds
• Henry Ford Wyandotte Hospital 379 beds

By the numbers:
• 32 medical centers in metropolitan Detroit
• 14 school clinics
• More than 120 System facilities in southeast Michigan
• 23,000 employees

The Henry Ford Medical Group:
• 1,100 physicians and researchers in 40 specialties, from 60 countries
• 2,023 research projects

Community Care Services:
• Henry Ford Health Products, a medical supply retailer
• Henry Ford Medical Center Pharmacies and Fairlane Pharmacy Services, providing IV therapy and medication to long-term care facilities
• Pharmacy Care Management, which manages medication for patients
• Greenfield Health Systems, a dialysis and blood therapies provider
• Henry Ford Extended Care, a private-duty nursing service
• Henry Ford Home Health Care, a Medicare-certified home health care agency
• Occupational Health, providing workplace injury prevention, evaluation, treatment and safety

• Center for Senior Independence, an alternative to nursing home care for the frail elderly
• Henry Ford Continuing Care Corporation, with nursing homes in Harper Woods (153 beds) and Roseville (172 beds)
• Henry Ford Hospice, including Kaleidoscope Kids®, a program for children with terminal or chronic illnesses, and SandCastles®, a grief support group for children and their families
• Henry Ford OptimEyes, providing a full continuum of eye care in southeast Michigan
• The Josephine Ford Cancer Center-Downriver

Clinical Excellence:
• Heart and Vascular Institute
• Josephine Ford Cancer Center
• Henry Ford Transplant Institute
• Maplegrove Center (residential treatment for addiction care)
• Neuroscience Institute
• Orthopaedic Surgery
• Vattikuti Urology Institute

Annually:
• 3.3 million patient visits
• 81,000 surgical procedures
• 102,000 patients admitted
• 1,000,000 southeast Michigan residents treated
• 1,500 physicians trained
• 52,000 continuing education opportunities

Health Alliance Plan:
• 476,350 members
• 1,700 employer groups served
Henry Ford Health System hospitals

Henry Ford Hospital – Detroit

Henry Ford Kingswood Hospital – Ferndale

Henry Ford Macomb Hospital – Clinton Township

Henry Ford Macomb Hospital – Warren

Henry Ford West Bloomfield Hospital – West Bloomfield

Henry Ford Wyandotte Hospital – Wyandotte
Collaboration

Henry Ford Health System is widely recognized for reaching out to the communities it serves. For nearly 100 years, Henry Ford has taken an integrated approach to collaboration, within the institution and outside its walls.

The System collaborates with a wide range of entities, serving diverse audiences whether it is to:
- Offer a helping hand to a needy person or provide advice on handling a chronic health condition
- Educate a workforce of future physicians and other healthcare professionals
- Lead, investigate and collaborate with researchers in Detroit, the state of Michigan and across the world in groundbreaking and lifesaving medical research
- Provide the safest patient care for all it serves.

In the past year, the System also has made a pledge to commit itself to a substantial investment in the future of the City of Detroit. The System envisions a $500 million research and education complex developed in cooperation with the surrounding community, city and state leaders to help revitalize the Detroit metropolitan area.

Henry Ford Health System leaders believe such a commitment is certain to help lay the groundwork for the next 100 years of collaboration.
Henry Ford Health System is playing a key role in a collaborative effort between business and community leaders to transform Detroit.

CEOs from midtown Detroit’s three anchor employers – Henry Ford Health System, Wayne State University and Detroit Medical Center – are participating in the national CEOs for Cities initiative where government and business leaders are partnering to transform and reinvest in the community. Specific goals are “15 by 15” which translates to bringing 15,000 young, educated people to live in and near the greater downtown area by 2015.

In spring 2010, Henry Ford announced its long-term vision to invest in and develop its flagship, Henry Ford Hospital, expected to be the largest, single development project in Detroit's history.

The $500 million investment over the next five to 20 years would include developing a multi-use neighborhood, including land for Henry Ford Hospital needs (education and research space, ambulatory services, parking, etc.) as well as affordable housing and commercial retail projects.

Henry Ford Health System also is driving the efforts of the Detroit Wayne County Health Authority which includes, for the first time, chief executive officers and chief financial officers from all major health service providers in Southeast Michigan, plus representatives of the Michigan Hospital Association, Medicaid health plans and physicians, to focus on three key areas:

- Building health provider relations with the Federally Qualified Health Clinics and emulating Henry Ford’s “medical home” model;
- Creating and expanding relationships with specialty care physicians across the community to more equitably distribute the financial burden of follow up specialty care;
- Expanding eligibility criteria for Medicaid participation across Michigan.
Collaboration: Health Alliance Plan initiatives work in concert with System’s goals

HAP’s HealthTrack 2010 Physician Grant Pilot Program has awarded $4,000 grants to three Henry Ford medical centers that have committed to increasing the number of HAP members with diabetes who receive a dilated retinal eye exam as part of their comprehensive diabetes care. This collaboration is helping hundreds of patients at the System’s Dearborn, Novi and Detroit medical centers.

This past year, HAP also collaborated with Henry Ford Medical Center - Troy to increase the number of HAP members referred to HAP’s HealthTrack and improve health outcomes for members with chronic conditions.

HAP also collaborated with Henry Ford Medical Center - East Jefferson and various downriver sites to raise awareness about HAP’s HealthTrack Home Care program and increase the number of referrals for senior patients with heart failure. A pilot program at Henry Ford Medical Center - East Jefferson resulted in a dozen referrals in the first month and provided valuable feedback for program improvement.

HAP also is developing a menu of its home care programs to assist home care nurses in identifying the most appropriate program for their patients.

In other efforts, HAP orchestrated various diabetes management efforts to promote self-management of diabetes and increase awareness of System services. Featured programs this past year included support for a diabetes wellness event at Dearborn’s Henry Ford Medical Center - Fairlane; participation in the System’s OptimEyes Diabetic Eye Exam screening event, and data-sharing and member outreach to improve HEDIS rates for retinal eye exams.

Other initiatives improving care included:

- Behavioral Health Services: HAP collaborated with the System to implement the Mental Health Parity and Addiction Equity Act; assist in fee-for-service transfers to System hospitals and facilities; provide consistent and complementary use of depression treatment guidelines; and augment employee behavioral health benefits.

- Health Disparities: HAP helped the System create interventions to increase preventive service utilization among insured African American men, and, also is an active participant in the Healthcare Equity steering committee, design and implementation teams.

- Medication Therapy Management: A joint program by HAP and the System targeted seniors (age 65 and older) with complex pharmaceutical issues to reduce the risk of adverse drug effects and improve patient health outcomes. The initiative modified patients’ medication dosages to maximize therapeutic benefit, while at the same time eliminating excess drugs, when feasible.

In addition, HAP partners with the System on a variety of quality initiatives, including: a smoking intervention program; a program known as the Premier Personnel Program (3P), which provides incentives to improve cervical, colorectal and breast cancer screening rates; HEDIS measures for cancer screening, chronic care and pediatric care; postpartum care; well-child and well-care visits; childhood and adolescent immunizations; and weight management.
Collaboration: Advancing the System’s mission of health care and healing

One of the more recently enhanced collaborations is one led by Henry Lim, M.D., the System’s senior vice president for Academic Affairs and Chair of Dermatology.

Dr. Lim and his colleagues in Academic Affairs are enhancing the current medical affiliation between Henry Ford Health System and Detroit’s Wayne State University School of Medicine.

“Nearly 100 Wayne State University medical students will be spending their third year on the Henry Ford campus, with the goal of 150 students (about half the class) joining us in the future. It is a significant commitment on the part of Wayne State and a very important clinical option for their students. We will be one of three primary clinical campuses for them.”

At the same time, Dr. Lim says the System is collaborating in numerous other ways with the city’s largest university.

“Our research department is more closely collaborating with Wayne State University’s technology transfer office, combining our science with their expertise. Essentially, when our laboratory scientists discover a certain process or finding with clinical applications and commercial value, the technology transfer office can help transfer it from basic science to practical application.”

Right now, he says, the System has space in a New Center One urban collaborative effort known as Tech Town, a collaboration with Wayne State University that includes both the System’s genetics department and a research laboratory.

He says future plans may include working with Wayne State University on a research building as part of campus development plans along West Grand Boulevard. Already, he notes, Henry Ford’s basic scientists are beginning to collaborate more closely with those at Wayne State, whether it is sharing laboratory space, sharing equipment, or working more closely on grant opportunities.

In addition, Dr. Lim says, “More and more of our clinical staff are having faculty appointments at Wayne State, so we will be collaborating academically, clinically and at the basic science level.”

Notably, the System also is a significant participant in the Detroit transit strategy to enhance the city’s future and also is heavily involved in Detroit economic development issues.

“We realize the importance of collaboration in such ventures as TechTown,” says Jim Connelly, the System’s chief financial officer and treasurer of the TechTown board. “It not only aligns with the System’s research strengths but it connects to Detroit’s economic redevelopment, which creates a healthier population.”
Henry Ford Health System is known for its diverse portfolio of facilities, physicians, services and products. But what makes Henry Ford unique across the region and the nation is its integration – the connectivity of these diverse parts that come together to ensure care is organized around the patient.

In 2009, Henry Ford Health System was ranked by *Modern Healthcare* magazine as the #1 top integrated health care system in southeastern Michigan and #11 in the country. Why? Because of Henry Ford’s:

- Carefully chosen geography of facilities that complement versus compete with each other.
- Strategic framework that identifies how all parts of the System are expected to support one another.
- Organized medical group that offers a rich history of connectivity, including the 2011 launch of the Henry Ford Physician Network, which will take Henry Ford Medical Group and private practice physician alignment to a new level.
- Electronic connectivity in patient care delivery, processes and communication.
- Health insurance plan (Health Alliance Plan) which connects the System to the employer community.
- Leadership team that believes it owes the community the promise of being highly reliable and efficient.
Integration: Medical Education unifies operations while expanding program

Over the past three years, the Department of Medical Education, previously focused on Henry Ford Hospital and the Henry Ford Medical Group, expanded its vision to embrace allopathic and osteopathic physicians across Henry Ford Health System.

“We’ve been collaborating more closely and becoming more integrated,” says Eric Scher, M.D., Henry Ford Health System’s vice president for Medical Education. “We believe that the shift to a broader focus incorporating the System’s other hospitals ensures excellence in education and patient care across the System.”

Consequently, thanks to the leadership provided by Dr. Scher and his staff, Medical Education now has a unified governance structure, including a medical education governing council with membership comprised of leadership from across the System.

Dr. Scher says the department also is in the process of standardizing job descriptions, all policies and procedures, and all contracting. Soon, there will be a unified system budget for medical education.

“While we have been doing all that, we also have been doing better at sharing resources across the System,” he notes. “The Simulation Center at Henry Ford Hospital is now functioning as a shared resource for all trainees and medical professionals from across the System.”

This integrated approach has extended to library services as well. The new director for Henry Ford Hospital’s Sladen Library is now the system director for all library services and reports to Dr. Scher in this new role. Library services are now even more accessible to those who need it across the System.

Dr. Scher says the reason for all these changes is simple.

“A unified, integrated system-wide medical education enterprise is important because we know it helps us create better doctors and provide better patient care,” says Dr. Scher. “All our 850 residents and fellows are integrated into patient care, whether it’s participating in our quality and safety initiatives, sitting on a wide variety of committees or providing direct patient care to thousands of System patients.”
Henry Ford introduced one of the country’s first electronic medical records more than 20 years ago, and now we are bringing together the patient with the Henry Ford physician and the community physician through technology that will allow for even better patient care. Henry Ford information technology is designing systems to allow for better communication, collaboration and coordination of care for all the System’s providers.

Over the next several years, information technology will transform the face of health care. The game changer will not be revolutionary but, instead, evolutionary. To enable this transformation, the System will:

- Improve patient outcomes by deploying CarePlus Next Generation, a state-of-the-art electronic medical records technology that will break down the walls of health care with the seamless real-time updating and exchange of clinical patient information by the System’s providers.
- Promote the standardization and coordination of care by deploying computerized physician order entry to enable the practice of evidence-based medicine.
- Focus on care quality and efficiency rather than quantity by deploying integrated revenue and clinical systems that will allow Henry Ford Health System to measure and report clinical outcomes and cost performance. This will allow the System to contain costs and maximize reimbursement while ensuring eligibility for accountability-based pay for performance initiatives.

Integration: Electronic medical records further enhance patient care

Kevin Merryman and Mike Dzikowski are two of the information technology specialists who maintain the servers at the System’s data center located in Rochester Hills.
Teams from around the System worked tirelessly to help make the vision of Henry Ford West Bloomfield Hospital a reality in 2009. The hospital opened in March, on a solid foundation of expertise and integrates best practices shared by System employees. Henry Ford’s Facility Design and Construction Department developed the architectural and interior designs for the facility. They worked closely with the operations staff to ensure that all aspects of the building meet the System’s leadership vision for a hospital of the future.

Beginning early in the construction phase, creative ideas came from more than 2,000 employees, community members, patients and their families who toured prototype patient rooms, operating suites and emergency bays in a Commerce Township warehouse. From their suggestions and comments, more than 100 design changes were made to room designs including modifications to the emergency rooms, which came almost entirely from staff and community input.

System teams also played a role in creating successful programs and processes at the new hospital. The Henry Ford Wyandotte Hospital Nutrition Services Management and Clinical Team were involved with the Henry Ford West Bloomfield Hospital project from the pre-construction concept through post-opening service implementation. The experience and knowledge of the Wyandotte team was utilized in kitchen design; guidance and feedback in menu development; implementation of a food service office computer management system; policy and procedure development and implementation; and process coordination and communication.

Employees were instrumental in the success of the new hospital, evidenced by the facility reaching the 99th percentile nationally for patient satisfaction just three months after opening. Henry Ford Hospital departmental leadership played a critical role in the development of key clinical programs such as neurology, critical care medicine and surgery. Their expertise was key in the design of the patient rooms, ICU rooms and operating rooms. The Departments of Imaging, Laboratory and Pharmacy Services were also critical to the development of the process designs, policies and procedures and equipment selection.

By working together, System team members created a hospital that combines the best clinical programs with a unique focus on wellness.
Henry Ford Health System continually strives to improve all of its processes. To do this across the System’s business units, Henry Ford uses its own Model for Improvement (MFI), which is both disciplined and innovative, and founded on the highly successful Deming model.

The integration of the System’s medical laboratories started with an empowered workforce, and with processes that work their way up, rather than down. Integration took place in all the laboratories of Henry Ford Hospital and the medical centers, and more than 500 employees have been trained in a LEAN method of process improvement.

Through integration of all the System’s laboratories into one service line, turnaround time for lab results has been cut by 50 percent in many cases, and volumes significantly improved. This enhanced efficiency opens up capacity, so that the labs are able to take on more work without increasing staff.

“We have worked diligently to create central core laboratories that can do common and esoteric testing for all the hospitals,” says Richard Zarbo, M.D., DMD, senior vice president of Pathology and Laboratory Medicine. “It’s all done at the Henry Ford Hospital lab as fast, if not faster, than if it had been done at our various hospitals.”

Successful integration is made possible by using the tools and concepts of continuous improvement of the System’s services, which is accomplished by wedding ideas to implementation to achieve innovation. In addition to the laboratories, it also is found in Henry Ford’s pre-admission testing for operating rooms, communications, Emergency Department work flows, and the System’s No Harm initiative, to name just a few.

A worker-empowered culture is the key in Henry Ford’s integration successes, and it produces superior results throughout the System.
Integration: A System that comes together gets stronger together

Since becoming an integrated health system in 1990, Henry Ford Health System has learned to merge and blend leadership and technology and coordinate medical care between hospitals, doctors, patients and insurers, while maintaining fiscal responsibility, reducing waste in operations and improving quality outcomes.

That earned Henry Ford the designation in 2010 as the top integrated health care system in Michigan and 11th nationally in an annual survey by Modern Healthcare magazine.

A hallmark of that success is the integration of doctors and hospitals who work together seamlessly following the same mission, vision and principles. One example is the way 32 pathology labs and more than 750 staff now operate as an integrated service line with a common information system, uniform reporting and after work practices. (See related story on page 13).

Led by Richard Zarbo, M.D., chair of Pathology at Henry Ford Hospital, and John Waugh, vice president of System Laboratories for Henry Ford Health System, the integrated service line has reduced unit cost and minimized redundancy while enhancing quality and creating new opportunities for growth. Staff use LEAN management principles and generate hundreds of improvements every year.

Other shining integration improvements also have been achieved by Henry Ford Wyandotte Hospital and Henry Ford Macomb Hospitals.

After Henry Ford Wyandotte Hospital opened its Center for Health Services (CHS) in 2006, hospital leadership sought certification for the outpatient facility's designation as a quality surgical center by health insurer Blue Cross Blue Shield of Michigan. With the help of surgeons from the Henry Ford Medical Group, the group of physicians and researchers who staff Henry Ford Hospital, the CHS boosted its surgical volumes and was rewarded with the coveted quality certification.

“We would have come up short if the Henry Ford Medical Group had not helped us out,” says James Sexton, president and CEO, Henry Ford Wyandotte Hospital.

For Barbara Rossmann, president and CEO, Henry Ford Macomb Hospitals, the new Henry Ford Physician Network (HFPN) subsidiary, formalized in early 2010, will represent “the single most powerful tool we have to realize success. It will enhance the care we provide while reducing costs.”

The physician-led network, comprised of representation by the Henry Ford Medical Group, regional hospital-employed physicians and private practice physicians, will use the framework of clinical integration to better coordinate patient care between physicians to help control costs and ensure quality care for patients. The anticipated go-live date for HFPN is January 2011.

Dr. Fuxiang Zhang performs cataract surgery at Henry Ford’s Center for Health Services in Brownstown Township, widely recognized for its outstanding patient satisfaction scores.
Transformation

Henry Ford Health System’s integrated delivery system is considered a national model for providing innovative ways to deliver care: enhancing patient safety, encouraging a healthy workforce and improving health care equity for the diverse populations it serves. It is a trailblazer in this new era of health care reform.

Because of the System’s diversity – in the services and care offered, the communities served, and the breadth and character of its patient and employee populations – Henry Ford is in a unique position to not just implement best practices but create them.

Henry Ford is continually challenging itself to answer questions like, “What role does wellness play in the lives of patients, employees, and their families?” and “How can the environment in which care is received be improved?”

Henry Ford Health System also challenges itself to apply what is learned in one part of the organization to other settings within the System, to the community and its patients. Many of the things being done at Henry Ford position the organization as a leader in transforming the nation’s health care system into a safer, more equitable one – and one equally focused on preventing disease and illness and in delivering chronic or acute care. Henry Ford is transforming:

- Patient safety by using its hospitals as “living laboratories” to test best practices that make care safer while increasing patient satisfaction. One example is a leading-edge hourly rounding nursing process called the 6Ps that reduces patient falls and pressure ulcers.
- The health of its own employees and their families by integrating wellness into all aspects of the organization.
- The corporate culture through the innovative methods used to reach a diverse cross-section of employees and a diverse patient base. HFHS is one of the first health systems in the nation to address healthcare equity through a measurable System-wide process linked to quality.
Henry Ford Health System is a leader in the United States experimenting with nurses conducting formal, hourly patient rounds at several of its System hospitals. Hourly rounding helps nurses improve staff workflow and satisfaction, service quality and patient-centered care. Most importantly, hourly rounding increases patient satisfaction as reflected in improved Press Ganey surveys, and a reduction in patient falls and pressure ulcers.

Hourly rounding was first piloted at Henry Ford Hospital where it’s called the “Six Ps” that address patients’ needs and safety:

1. Pain: assess the patient’s pain level; determine medication needs
2. Personal Needs: toileting and patient cleanliness
3. Pulmonary Hygiene: ensure the appropriate breathing exercises to promote lung health
4. Position: regularly turning patients who aren’t mobile to prevent pressure ulcers
5. Possessions: confirming the call light is within reach; ensuring the patient has desired belongings (e.g., glasses, tissues, reading materials) nearby
6. Place: checking the patient’s immediate environment to ensure the room is clean and safe (e.g., bed locked, in low position), and that nothing is obstructing the patient’s mobility.

Henry Ford Hospital has seen an 18 percent reduction in the rate of all in-patient falls and a 20 percent reduction in the percentage of hospital-acquired pressure ulcers since launching the initiative. Henry Ford West Bloomfield Hospital recently launched the hourly rounding process and is already seeing similar improvements.
From smoke-free campuses to healthier food choices in cafeterias, and most recently, to the Health Engagement benefits program, Henry Ford Health System is integrating wellness into the organization.

Through Move to Improve … my body, mind, and spirit wellness initiative, the System encourages employees and their families to take action to maintain and improve their health and wellness.

In addition to the documented health benefits of wellness, there also are financial rewards:

- When an employee and a spouse/same sex domestic partner meet the requirements of HAP’s Health Engagement (HE) program, the entire family benefits with lower out-of-pocket costs. This includes waived co-pays for recommended preventive care and screenings as well as prenatal services, lower co-pays for other services, and no annual deductibles. HE focuses on lifestyle behaviors including tobacco use, weight management, and preventive tests. For 2010, more than 18,000 individuals — an 81 percent participation rate — fulfilled the requirements.
- A greater focus on prevention and primary care means fewer runs to the emergency room and fewer hospitalizations, which improves health and lowers costs for everyone.
- And, as employees improve their own wellness, patients benefit as they receive care from a team of professionals who are healthy in body, mind and spirit.

As part of its commitment to supporting healthy choices, the System:

- Challenges employees to achieve weight management and exercise goals through the social networking-based program Team Up for Wellness.
- Offers more than 100 lunch and learn programs.
- Publishes an Employee Wellness Resource Guide, listing more than 30 wellness resources offered by the System.

As a result, employees are getting healthier:

- Our “lifestyle risk” score, which summarizes the impact of health behaviors on an individual’s risk of death and disease, has steadily improved over the last six years.
- More than 1,800 employees and their spouse/same-sex domestic partner have agreed to try to quit smoking as a result of the HE qualification process.
- Since July 2007, employees have lost more than 11 tons of weight through the Weight Watchers at Work program.

Transformation: Improving the health of the System’s employees and families

In alignment with the System’s “Move to Improve … my body, mind and spirit” wellness initiative, Wen Chen, R.N., finds inner harmony and balance by regularly practicing yoga before coming to work.
Transformation: Through a diverse workforce and diversity initiatives

Henry Ford Health System is transforming its culture through the innovative methods used to reach a diverse cross-section of employees and patients.

At Henry Ford, diversity can be seen in the workforce, its supplier base, and in the culturally competent care the System provides to all patients.

Employees are valued for their differences, and provided with opportunities to grow and contribute to the System’s mission and vision. The Henry Ford Medical Group includes more than 45 percent minority and/or female physicians, and doctors from 60 countries. Henry Ford supports the development of male and female leaders from all ethnic backgrounds by sponsoring development courses that train future leaders who will become the experts in health disparities and serving diverse communities.

Among its multiple awards in 2009, Henry Ford was the first and only health system listed in the Top 50 Companies for Diversity, by DiversityInc magazine. The System was recognized for strength in CEO commitment, as well as workforce and supplier diversity.

The Supplier Diversity initiative is designed to provide suppliers equal access to business opportunities. The supply chain management database includes more than 300 minority- and women-owned businesses. Inclusive sourcing enables Henry Ford to seek the most talented, innovative, experienced and cost-competitive suppliers in Michigan.

The System’s Healthcare Equity Campaign is underway, with the goal of healthcare equity being understood and practiced by staff and the community. To date, the first phase has provided nearly 3,400 hours of awareness-building training to staff. The campaign seeks to ensure that care does not vary in quality by characteristics such as ethnicity, gender, geographic location, and socioeconomic status.
2009 Financial Performance

For the seventh consecutive year, Henry Ford Health System experienced positive revenue growth and net income in 2009.

The System reported total revenues of $3.97 billion, an increase of $277 million over 2008. Overall, Henry Ford reported $30.4 million net income for 2009 as compared to $8.5 million in 2008.

The financial growth of Henry Ford continued in 2009 while opening up a new hospital in West Bloomfield, expanding Henry Ford Hospital in Detroit and funding the employee pension plan. Henry Ford Health System had increases in both hospital admissions and emergency visits in 2009.

The System provided more than $173 million in uncompensated medical care costs, an increase of 8 percent from 2008.

### CONSOLIDATED BALANCE SHEETS
December 31, 2009 and 2008
(In Thousands)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>December 2009</th>
<th>December 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td>CURRENT ASSETS:</td>
<td></td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$339,972</td>
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<td>Short-term investments</td>
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<td>Patient care receivables</td>
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<td>Health care premium receivables</td>
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<td>Other current assets</td>
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<td>Total Current Assets</td>
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<td>LONG-TERM INVESTMENTS</td>
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<td>ASSETS LIMITED AS TO USE</td>
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<td>JOINT VENTURES &amp; OTHER ASSETS</td>
<td>25,581</td>
<td>25,406</td>
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<tr>
<td>PROPERTY, PLANT AND EQUIPMENT</td>
<td>1,233,470</td>
<td>1,169,983</td>
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<tr>
<td>TOTAL</td>
<td>$3,038,286</td>
<td>$2,843,955</td>
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</table>

| LIABILITIES AND NET ASSETS | | |
| CURRENT LIABILITIES | $479,145 | $547,086 |
| LONG TERM DEBT | 849,578 | 702,270 |
| OTHER LONG TERM LIABILITIES | 490,054 | 545,311 |
| NET ASSETS | 1,219,509 | 1,049,288 |
| TOTAL | $3,038,286 | $2,843,955 |

### Days Cash on Hand
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<td>101</td>
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### Debt to Capitalization Ratio
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<tbody>
<tr>
<td>45.8%</td>
<td>46.0%</td>
</tr>
<tr>
<td></td>
<td>2009</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td><strong>Total Unrestricted Revenue</strong></td>
<td>$3,968,474</td>
</tr>
<tr>
<td><strong>Excess of Revenue over Expenses</strong></td>
<td>$30,361</td>
</tr>
</tbody>
</table>

**CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS**

**December 31, 2009 and 2008**

(In Thousands)

<table>
<thead>
<tr>
<th><strong>UNRESTRICTED REVENUE</strong></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient service revenue</td>
<td>$2,085,274</td>
<td>$1,954,552</td>
</tr>
<tr>
<td>Health care premiums</td>
<td>1,696,399</td>
<td>1,639,413</td>
</tr>
<tr>
<td>Investment (loss) income</td>
<td>46,831</td>
<td>(44,729)</td>
</tr>
<tr>
<td>Other income</td>
<td>139,970</td>
<td>141,670</td>
</tr>
<tr>
<td><strong>Total Unrestricted Revenue</strong></td>
<td>$3,968,474</td>
<td>$3,690,906</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EXPENSES</strong></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and employee benefits</td>
<td>1,563,822</td>
<td>1,441,376</td>
</tr>
<tr>
<td>Health care provider expense</td>
<td>986,117</td>
<td>987,923</td>
</tr>
<tr>
<td>Supplies and other expenses</td>
<td>1,053,551</td>
<td>973,266</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>139,906</td>
<td>123,487</td>
</tr>
<tr>
<td>Provision for uncompensated services</td>
<td>189,136</td>
<td>156,391</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>3,932,532</td>
<td>3,682,443</td>
</tr>
</tbody>
</table>

**EXCESS OF REVENUE OVER EXPENSES BEFORE UNUSUAL ITEMS**

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>35,942</td>
<td>8,463</td>
</tr>
</tbody>
</table>

**UNUSUAL ITEMS**

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5,581)</td>
<td>-</td>
</tr>
</tbody>
</table>

**EXCESS OF REVENUE OVER EXPENSES**

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>30,361</td>
<td>8,463</td>
</tr>
</tbody>
</table>

**OTHER INCREASE (DECREASE) IN NET ASSETS**

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>139,860</td>
<td>(227,936)</td>
</tr>
</tbody>
</table>

**TOTAL INCREASE (DECREASE) IN NET ASSETS**

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>170,221</td>
<td>(219,473)</td>
</tr>
</tbody>
</table>

**TOTAL NET ASSETS AT BEGINNING OF YEAR**

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,049,288</td>
<td>1,268,761</td>
</tr>
</tbody>
</table>

**TOTAL NET ASSETS AT END OF YEAR**

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,219,509</td>
<td>1,049,288</td>
</tr>
</tbody>
</table>

- Total Unrestricted Revenue -

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,968,474</td>
<td>$3,690,906</td>
</tr>
</tbody>
</table>

- Excess of Revenue over Expenses -

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30,361</td>
<td>$8,463</td>
</tr>
</tbody>
</table>
2009 Financial Performance (continued)

PATIENT CARE AND OTHER STATISTICS
December 31, 2009 and 2008

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Admissions</td>
<td>102,007</td>
<td>95,854</td>
</tr>
<tr>
<td>Patient Days</td>
<td>532,161</td>
<td>512,917</td>
</tr>
<tr>
<td>Emergency Room Visits</td>
<td>388,239</td>
<td>369,998</td>
</tr>
<tr>
<td>Surgeries</td>
<td>65,453</td>
<td>64,343</td>
</tr>
<tr>
<td>Births</td>
<td>6,789</td>
<td>5,917</td>
</tr>
<tr>
<td>Length of Stay (Medical / Surgical)</td>
<td>4.8</td>
<td>4.8</td>
</tr>
<tr>
<td>Full Time Equivalents</td>
<td>20,520</td>
<td>18,769</td>
</tr>
<tr>
<td>Health Alliance Plan Membership</td>
<td>476,350</td>
<td>523,113</td>
</tr>
</tbody>
</table>

(Includes Alliance Health and Preferred Health Plan)

2009 Third Party Payors

- Managed Care: 32.0%
- Medicare: 29.0%
- Blue Cross: 16.0%
- Medicaid: 14.0%
- Other: 9.0%

2009 Admissions

- Henry Ford Hospital: 40,229
- Henry Ford Wyandotte Hospital: 19,952
- Behavioral Health Services: 4,427
- Henry Ford Cottage Hospital: 2,694
- Henry Ford Macomb Hospital – Warren: 5,558
- Henry Ford West Bloomfield Hospital: 6,849
- Henry Ford Macomb Hospital – Clinton Twp.: 22,298
2009 / 2010 System Accomplishments

People

• Health Alliance Plan’s Health Engagement plan for Henry Ford Health System (HFHS) employees was rolled out for the 2010 benefits year. Eighty-one percent or more than 18,000 employees and their spouse/same-sex domestic partners, eligible to participate in Health Engagement, met the qualifications for remaining in the Enhanced level after March 31, 2010, and were rewarded with lower out-of-pocket costs and an opportunity for better overall health.

• As part of Move to Improve... my body, mind and spirit which embodies the System’s commitment to supporting the healthy choices of employees, the following was accomplished: the establishment of a network of more than 120 Wellness Ambassadors at the majority of sites; more than 100 lunch and learn programs; and most recently, in June 2010, the launch of the Team Up for Wellness challenge with nearly 2,000 employees participating in this unique program that utilizes social networking.

• Eleven new leaders were appointed: Bill Alvin, president & CEO of Health Alliance Plan (HAP), and senior vice president, Henry Ford Health System; Noel Baril, vice president, Total Rewards; Christine Cole Johnson, Ph.D., chair, Biostatistics and Research Epidemiology; Linda Fisher, chief nursing officer, Henry Ford West Bloomfield Hospital; Gerard Martin, M.D., chair, Department of Emergency Medicine; Edward O’Malley, M.D., chief medical officer, Henry Ford Medical Center – Cottage; Chris Pike, chief information officer, HAP; Diane Sayers, D.O., medical director, Northern Region; Howard Schwartz, M.D., chief medical officer, Community Care Services; Mary Vidaurri, chief operating officer for Henry Ford West Bloomfield Hospital; and Randy Walker, vice president and HFHS chief diversity officer.

• Launched a succession planning process to strengthen HFHS leadership pipeline and bench strength by identifying and developing high potential individuals.

• Successfully recruited and hired approximately 1,200 staff for the new Henry Ford West Bloomfield Hospital.

• Redesigned hiring process to reduce “time to fill” by more than 25 percent while receiving 300,000 job applications.

Service

• The Henry Ford Medical Group (HFMG) began offering extended appointment hours, attracting new patients who account for almost 50 percent of the alternative hour appointments.

• Henry Ford Hospital achieved the best nursing satisfaction scores in its history with patient satisfaction scores in the 80th percentile and communication scores in the 90th percentile.

• The Henry Ford Medical Group (HFMG) reached the 75th percentile rankings in patient satisfaction. HFMG also now enjoys high patient satisfaction in ease and access to appointment scheduling with the Contact Center reporting performance metrics that are near benchmark for the industry.

• Henry Ford West Bloomfield Hospital ranked in the 99 percentile in patient satisfaction within just three months of opening.

Quality & Safety

• A Just Culture program was launched with the goal of creating a structured and standardized approach to error management, helping all employees strike a positive balance between a punitive and a blame-free culture.

• Henry Ford Health System is nearing a milestone in year two of the three-year No Harm Campaign. The System’s hospitals have reached a combined eight percent improvement in making care safer for patients, which takes into account 23 different types of safety-related measures. In general, Henry Ford exceeds the 75th percentile among health systems nationwide in most safety measures.

• An hourly nurse-rounding program will be implemented across all System hospitals. Nurses assess the patient’s pain, position, pulmonary hygiene, personal needs, possessions, and place (the environment of the room), resulting in a decreased number of falls and bedsores, and improved patient satisfaction.
• Through its Perfect Depression Care Initiative, Behavioral Health Services achieved 10 consecutive quarters without a suicide in its reference patient population through first quarter 2010.

• HFH was the first hospital in Michigan to participate in a domino donor kidney transplant in which eight patients received a new kidney from eight unrelated donors at four hospitals in four states. It is believed to be the largest series of kidney paired donation procedures performed in the U.S.

• Eighty-eight Safety Champions across the System are actively engaged in both local safety activities and System initiatives such as the Speak Up campaign, Patient Safety Week and a Hand Hygiene initiative.

• The Southeast Michigan Kidney Center, part of Greenfield Health Systems, achieved Star status in 2009 from the Baxter Healthcare Corporation.

Growth

• The new $360 million Henry Ford West Bloomfield Hospital opened March 15, 2009 – on time and on budget.

• Also, as part of a $310 million renovation and expansion project, the Henry Ford II Pavilion expansion at Henry Ford Hospital in Detroit was completed in July 2009, also on time and on budget.

• The Michigan area’s first Acute Care of the Elderly (ACE) and Acute Stroke Care Units opened at Henry Ford Macomb Hospital – Warren Campus in spring 2010. In addition to new programs for seniors, Henry Ford Macomb Hospital – Warren Campus also is enhancing programs for cancer services; Level III trauma services; the Spine Center; the Minimally Invasive and Robotic Surgery Center; the Bariatric Surgery Center; the Joint Replacement Center and inpatient rehabilitation.

• In April 2009, a $1.2 million renovation of the seventh floor medical/surgical unit and renovation of three other floors was completed at Henry Ford Wyandotte Hospital; and Henry Ford Macomb Hospital - Clinton Township’s Observation Unit also was finished. The System opened Henry Ford Macomb Hospital - Clinton Township’s renovated Post Anesthesia Care Unit; Henry Ford Macomb Hospital’s fourth urgent care center; and the OptimEyes Super Vision store in Troy. New partnership dialysis centers were developed in Southfield and Toledo, Ohio.

• Henry Ford Cottage Hospital was re-envisioned as Henry Ford Medical Center – Cottage, a large multispecialty outpatient center, featuring a center for seniors and expanding Women’s Health and Athletic Medicine programs, with more than a dozen new and enhanced services planned in 2010.

• Henry Ford Pharmacy’s specialty division, Pharmacy Advantage, was awarded a contract to provide all the specialty drugs for HAP patients.

• The HFMG also launched an “out-state strategy” to garner referrals from across Michigan and beyond.

• Henry Ford Macomb Hospital - Warren began offering mobile PET/CT scanning services and Henry Ford Wyandotte Hospital’s Center for Health Services started offering PET/CT scanning services.

• Henry Ford West Bloomfield Hospital was one of 39 organizations across the state recognized at Michigan Business Review’s Innovation Michigan event as one of the most innovative companies in Michigan. The hospital was recognized for its commitment to patient comfort and sustainability, as well as for creating 1,200 new jobs.
Research & Education

• The System signed a Letter of Intent with Wayne State University to strengthen its medical school affiliation with the university.

• Henry Ford ranks first in non-university based Michigan health systems for funding from the National Institutes of Health and ranks third among Michigan medical schools receiving NIH funding.

• Henry Ford continued to maintain an excellent research portfolio, totaling $57.4 million in 2009.

• An Immunology Research Program was established and, Genetics and Drug Discovery researchers relocated to newly renovated space in Detroit’s Tech Town.

• A System-wide Medical Education Governing Council was launched. Medical education program opportunities offered through the Center for Simulation, Education and Research were expanded throughout the System. The SIM Center served 12,000 learners in 2009.

• Henry Ford physicians and patients played a major role in the approval of a new drug for aggressive brain cancer, the first new treatment in 10 years. The U.S. Food and Drug Administration (FDA) granted accelerated approval of Avastin® for people with previously treated glioblastoma. In a national, multi-center clinical trial, in which HFH participated, 28 percent of patients’ tumors shrank to at least half of their original size (compared to 10 percent historically); 43 percent lived six months without their disease getting worse; and, 38 percent lived longer than one year.

Community

• A three-phase Healthcare Equity Campaign to address potential sources for inequality in health care was launched. The aim is to ensure healthcare equity is understood and practiced by Henry Ford providers, employees, the research community, and the community-at-large; and to link healthcare equity as a key, measurable aspect of clinical quality.

• The HFHS Community Benefit Council was established, facilitating the System Community Benefit Inventory, and the first Systemwide service-area Community Health Needs Assessment was produced.

• The System led the Detroit Regional Infant Mortality Reduction Task Force and the Detroit Wayne County Health Authority Task Force, which focuses on improving access for the uninsured.

• The Center for Health Promotion and Disease Prevention (CHPDP) traveled to 163 business and community sites to provide health screenings, and to 97 business and community sites to provide flu shots.

• Henry Ford Macomb Hospitals hosted free programs for the community, providing information for the uninsured. Henry Ford Macomb Hospitals also expanded its clinics for the uninsured, opening new sites at the Warren Campus and at Baker College’s Clinton Township Campus.

• Henry Ford once again participated in the American Heart Association’s 2009 Detroit Metro Heart Walk with more than 2,000 walkers, and raised more than $265,000 in donations.

Finance

• For the seventh consecutive year, Henry Ford Health System experienced positive revenue growth and net income. The System reported total revenues of $3.97 billion in 2009, an increase of $277 million from the $3.69 billion total revenues in 2008. Overall, Henry Ford reported $30.4 million net income for 2009 compared to $8.5 million in 2008. Moody’s Investors Service reaffirmed the System’s A-1 rating and stable outlook, and Standard & Poor’s reaffirmed the System’s A rating and stable outlook.

• More than $25.3 million dollars was saved through System-wide strategic sourcing and value analysis processes. Supply expense performance remains in the top quartile of comparative health care systems.
More than $2.8 million was raised from System employees and physicians through the employee Community Giving Campaign, with a 54 percent participation rate. More than 2,100 volunteers, including 1,400 employee and physician ambassadors for the Community Giving Campaign, 150 leadership volunteers, and 340 event volunteers, supported fundraising efforts.

At the end of the third year of the seven-year Envision Campaign, more than $142 million in gift commitments were recorded, achieving more than 57 percent of the campaign’s $250 million dollar goal. The System has received 38 gifts of $1 million dollars or more for the Envision Campaign.

For the seventh consecutive year, the System has achieved a record number of donors contributing in a single year – more than 18,500.

For the third consecutive year, the System has received 100 percent Trustee participation in giving.

The 2009 cost-for-dollar raised in philanthropic giving was 20 cents on the dollar. The national average is 30 to 35 cents per dollar raised.

### Transformational Philanthropy

Henry Ford Health System would not have been possible without the generous support of Henry and Clara Ford and their family. The Ford Family contributed the funds that were used to build and equip the buildings and staff the hospital. In the early years, the Ford Family helped the hospital keep its doors open by reimbursing the hospital for any losses accumulated throughout the year. Visionaries of their day, they never lost sight of their dream for the future of health care in Detroit.

This generous spirit and foresight spread through generations and the community to become the common thread that runs throughout the tapestry of the System’s history. Such accomplishments could not have been possible without the consistent support and charitable gifts from a large family of loyal friends, dedicated physicians and devoted employees. Beginning with the funds used to open the doors in 1915, to the $100 million grant from the Ford Foundation in 1973, to funds used to enhance many of the System’s Centers of Excellence, such as Josephine Ford Cancer Center, Hermelin Brain Tumor Center and Vattikuti Urology Institute, transformational giving has truly redefined Henry Ford Health System’s clinical and scientific research programs.

In 2009, the System was honored to recognize the newly named clinical programs:

- **The Edith and Benson Ford Heart & Vascular Institute** – An honor given in recognition of the life-long support given to Henry Ford’s cardiovascular program by the Ford Family. Benson and Edith Ford were champions of Henry Ford Hospital and sought to bring patient care, education and research together to form what now has become an international destination for advanced health care delivery. In recognition of their years of service and longstanding support, the System is proud to name the heart and vascular program in their honor, with special recognition to their children, Benson Ford, Jr. and Lynn Alandt, for their dedication to continuing their parents’ legacy.

- **The Harris Stroke Center** – Named in recognition of the significant support given by Mort and Brigittte Harris to the Henry Ford Neuroscience Institute. Having seen the devastating effect of stroke when a close family member was affected, the couple decided they would support stroke research and fund improved care and outcomes for all stroke patients. Their passion compelled them to provide the funding needed to establish the Harris Stroke Center in the Emergency Department at Henry Ford West Bloomfield Hospital and establish a tele-network among the four Henry Ford Medical Group, stroke-certified Emergency Departments. The stroke tele-network saves lives and betters patient outcomes by providing experts and resources instantly and virtually, to care for stroke patients in the fastest, most efficient way possible.
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