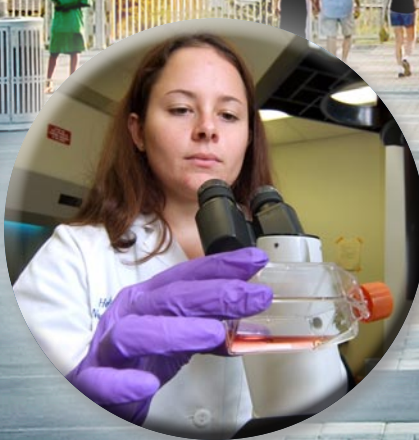


# PAVING THE WAY FOR ECONOMIC GROWTH

- *Revitalization*
- *Optimism*
- *Opportunity*



*Henry Ford Health System cares for thousands of patients every year, but through a number of strategic initiatives, the organization is also working to boost the health of an ailing local economy. Michigan has been hard-hit by our nation’s economic downturn. Throughout this challenging time, Henry Ford has increased its investment in southeastern Michigan with forward-thinking projects and programs. Creating optimism and opportunity through expansion, these initiatives play a key part of the area’s revitalization and are a driving force in bolstering the economy.*

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**Henry Ford Health System's board and senior executive leaders (left to right) are:**

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

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

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

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

## Dear Colleagues and Friends,

In wellness and in sickness, people from around the world and our southeastern Michigan neighborhoods come to Henry Ford Health System for care.

Earlier this year, Henry Ford Health System's Board of Trustees adopted a new Vision statement for the organization that reflects this commitment:

***"Transforming lives and communities through health and wellness – one person at a time."***

Memorable and inspiring, this statement is the desired future state of Henry Ford – where we are headed and what we want to achieve. It also reflects the leading edge clinical advancements and scientific discoveries in which Henry Ford is already implementing to advance patient care:

- Henry Ford Hospital becoming the first hospital in Michigan to adopt the intraoperative iMRI. This technology allows surgeons to vividly see the afflicted brain in real time as they work with GPS-like mapping to guide them through its intricacies and perform surgical procedures with an accuracy that was previously unattainable.
- An incisionless robotic surgical procedure which is offering patients a new option to remove certain head and neck cancer tumors without visible scarring, while preserving speech and the ability to eat. Henry Ford is among the first in the country to perform TransOral Robotic Surgery. It was successfully used on former Detroit Public Schools' emergency manager Robert Bobb.
- The development of the Innovation Institute at Henry Ford which will provide resources to foster collaboration, coordination and communication between physicians, engineers, designers and industry. By combining their talents, they will develop, test, and market novel technology-based approaches in an effort to save resources, time, and ultimately patient lives.

Henry Ford not only cares about the well-being of individuals but also about the economic health of our region.

For nearly a century, in both good economic times and challenging ones, Henry Ford has been there for our diverse communities. This commitment continues today with Henry Ford serving as an economic engine for our city, region and state. Within this report are stories that demonstrate how Henry Ford is leading the way today in southeastern Michigan's economic rebirth and development. These include:

- The announcement of a major \$1 billion community redevelopment project over the next 10-20 years south of the Henry Ford Hospital campus from West Grand Boulevard to I-94.
- Offering generous financial incentives to employees moving to or already living in the Midtown area of Detroit.
- The re-invention of Health Alliance Plan (HAP) as a health and wellness company.
- A robust research department that attracts intellect and talent from around the country to Michigan.

***Henry Ford is truly making a difference in our economy. For example:***

- The direct impact of Henry Ford's payroll and purchases in Michigan, as well as the indirect impact (spending that results from local purchases made with employee wages and changes in local sales from industry-to-industry business that trickle down from Henry Ford procurement), total \$5.8 billion.
- With more than 23,000 employees and more than 200 care delivery locations, Henry Ford is the largest provider of health care services in southeastern Michigan, and the fifth largest employer in metro Detroit.
- In 2010 alone, more than 3,500 employees were hired, but our contributions to job growth are felt even more widely. In 2010, another 6,388 jobs existed as a result of transactions between HFHS and Michigan businesses, and 8,187 positions in Michigan were supported by the household spending of HFHS employees.
- For the second year in a row, Henry Ford was ranked the top health care system by *DiversityInc.* And Henry Ford is consistently recognized at the national level for our commitment to supplier diversity. In 2010 alone, we reported more than \$61 million in supplier diversity expenditures with 660 diverse suppliers, with another \$6.1 million impact on diversity second-tier expenditures, including construction.

***On behalf of the entire System leadership team, we thank our dedicated trustees, outstanding physicians, and our entire workforce as we renew our focus on "Transforming lives and communities through health and wellness – one person at a time."***



## Fast Facts

### Our Hospitals

- Henry Ford Hospital (Detroit) – The System’s flagship hospital and a Level 1 trauma center, with 802 beds and the most intensive care private rooms in Michigan.
- Henry Ford Kingswood Hospital (Ferndale) – Mental health experts offer inpatient care for all ages with 100 beds.
- Henry Ford Macomb Hospital – Clinton Township – Macomb County’s 349-bed hospital offers emergency, specialty and general care.
- Henry Ford Macomb Hospital – Warren Campus – 203 beds with specialties including bariatrics, inpatient rehab, orthopaedics, and emergency care.
- Henry Ford West Bloomfield Hospital – The System’s newest hospital with 191 beds (an additional 109 beds expected to open in 2012), all private rooms, comprehensive and complementary care.
- Henry Ford Wyandotte Hospital – Serving Downriver with more than 400 beds and a full range of comprehensive and specialty services.

### Our Medical Centers

- 32 Henry Ford Medical Centers are located in Wayne, Oakland, Macomb and Washtenaw counties.
- Three medical centers offer 24-hour Emergency Care and ambulatory surgery and are primary care stroke centers.
- Focus on preventive care services, family and internal medicine, pediatrics, diagnostic services, rehabilitation, and specialty services including allergy and gastroenterology.

### Henry Ford Milestones in 2010

- More than 23,000 employees including 9,200 employees in the city of Detroit.
- 3,214 allied health professionals.
- More than 104,000 hospital admissions.
- 3.2 million outpatient visits.
- 88,000 surgical procedures.
- More than 1,600 future physicians trained.
- Continuing medical education provided to almost 54,000 physicians.
- Henry Ford Health System researchers engaged in more than 1,400 active studies.

### Health Alliance Plan

- Offers PPO, HMO, Value and Medicare plans with award-winning preventive services, disease management, wellness programs and customer service.
- More than 475,000 members.

### The Henry Ford Medical Group

- 1,200 research and specialists in 40 specialties.
- More physicians listed in “Top Docs” than any other hospital in metro Detroit.
- Clinical excellence in:
  - Heart and Vascular Institute
  - Josephine Ford Cancer Center
  - Henry Ford Transplant Institute
  - Maplegrove Center for addiction care
  - Neuroscience Institute
  - Orthopaedic Surgery
  - Vattikuti Urology Institute
- National leaders in e-Prescribing, using technology to send prescriptions directly to pharmacies.
- Physicians also use e-visits, online consultations with patients.

### Community Care Services

- Henry Ford Health Products, a medical supply retailer.
- Henry Ford Medical Center Pharmacies and Fairlane Pharmacy Services, IV therapy and medication services for long-term care facilities.
- Pharmacy Care Management, medication management for patients.
- Greenfield Health Systems, dialysis and blood therapies.
- Lifeline, an emergency-alert system.
- Henry Ford Extended Care, private-duty nursing.
- Henry Ford Home Health Care, a Medicare-certified home care agency.
- Occupational Health, workplace injury prevention, evaluation, treatment and safety services.
- 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 and chronic illnesses, and SandCastles, a grief support program for children and families.
- Henry Ford OptimEyes, in partnership with Eye Care Services.
- Josephine Ford Cancer Center – Downriver.
- Henry Ford Self-Health Center, home medical products and services.

## 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



Henry Ford Wyandotte Hospital



## Air Ambulance Expands Emergency Outreach

Every week, the sounds of “chopper” blades can be heard reverberating in the courtyard at Henry Ford Hospital. This is where the Superior Air aeromedical helicopter lands, bringing critically ill or injured patients from as far as 150 miles away.

“In October 2010, we added the Air Med 1 helicopter as a new service for transporting patients to Henry Ford for care,” says John Popovich, Jr., M.D., president and CEO, Henry Ford Hospital. “We predicted this would bring more than 100 patients every year to Henry Ford, but the trajectory is already higher.”

Patients are rapidly transferred from outlying areas where trauma or critical care is not available, and where any delay could worsen their condition or lead to death. Most air ambulances travel up to 50 miles, but Henry Ford brings patients from three times farther, including patients from Sarnia and Leamington, Ontario.

“Patients who are flown have a complex profile and much higher likelihood of requiring surgery,” explains Dr. Popovich. “As a designated Level 1 trauma center with more intensive care beds than any other facility in Michigan, Henry Ford is ideally prepared to help patients in the most dire conditions.”

The complex cases also expose medical staff and students to injuries and illnesses not frequently seen, expanding educational opportunities and research related to areas such as critical care, acute trauma and transplant programs.

In the future, Henry Ford may be able to reach even farther outlying areas with the helicopter. Another possibility on the horizon is fixed wing – or airplane – transport.

“These moves allow us to continue to expand the range of patients who are able to come to Detroit for their care,” says Dr. Popovich. “Our goal is to grow, and the Air Med 1 helicopter allows us to do that in a very meaningful way for the patients we reach.”



*Henry Ford's Air Med 1 helicopter brings critically ill and injured patients to Henry Ford Hospital from up to 150 miles away. This capability extends the hospital's reach to patients in the most dire conditions.*

## Physicians Focus on Affordability, Efficiency and Quality

In January 2009, Henry Ford Health System leadership gathered on a snowy Saturday at the under-construction Henry Ford West Bloomfield Hospital. They were acting on a request Health Alliance Plan received from a major client, who wanted Henry Ford to provide a high-performance physician network for their employees.

"After four hours, leadership realized we needed to develop a more effective way to actively engage all our physicians, whether part of the Henry Ford Medical Group, employed, or private practice," says Matthew Walsh, vice president of Operations, Henry Ford Physician Network. This was the unofficial beginning of Henry Ford's clinically integrated network.

"The goal was to standardize a high level of quality and efficiency across the System, wherever patients are seen under the blue Henry Ford sign," says Walsh.

"Creating a better model for health care delivery means Henry Ford will provide care more cost effectively with higher quality, eliminating waste and creating value that will be shared by patients, employers, providers and the health system."

Physicians willingly participated. The entire Henry Ford Medical Group, as well as a majority of employed and private practice physicians, stepped up to the plate. The Henry Ford Physician Network is led by a board of physicians who focus on improving the quality and efficiency of health care in the region, finding innovative ways to make it safer and more affordable.

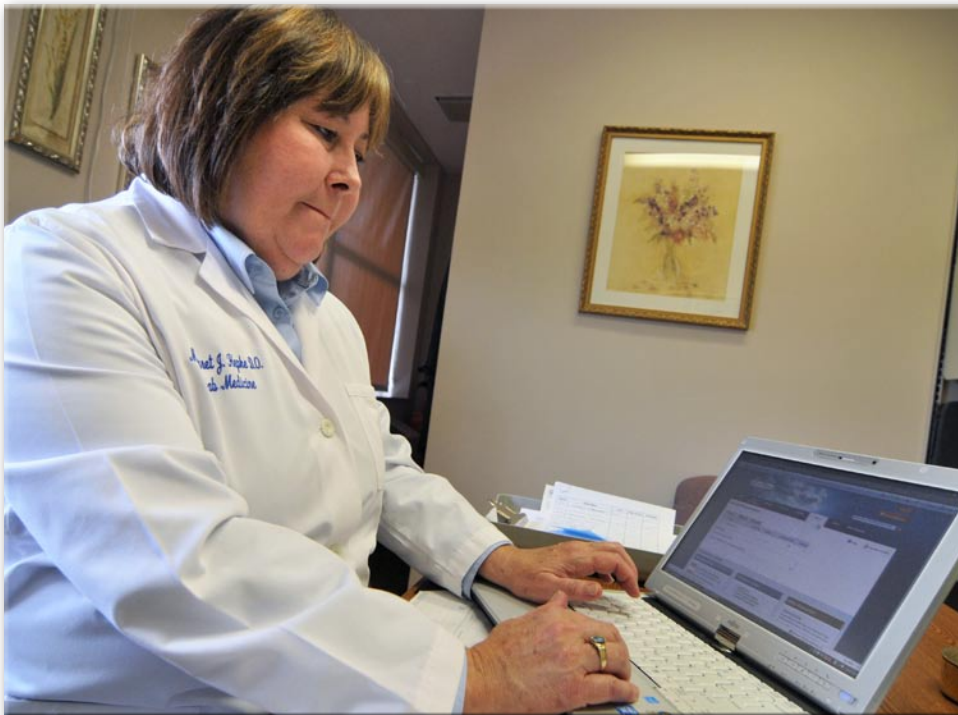
The network establishes a way for leadership to engage with medical staff and attract new physicians into the System. Physicians share best practices, measure outcomes, and improve how they care for patients.

"We've built and invested in infrastructure, information technology and relationships between and among physicians," says Walsh.

Physicians have access to patients' complete medical records, reducing duplicate tests and procedures, and making lab and radiology results readily available to those involved in the patient's care.

"Physicians will have the information at their fingertips to do the right thing, at the right time, for the right reason, for every patient within the network," says Walsh.

"The direct result is high quality care with greater efficiency and cost savings. Preventive care increases and disease management improves, resulting in healthier patients who can be more productive at work and miss fewer work days because of illness or complications from disease. Patients and employers save money on health care, which can go back into the local economy, resulting in more jobs and greater economic stability."



*Margaret Hepke, D.O., Henry Ford Macomb Hospital – Warren, accesses electronic medical records using the new Henry Ford Physician Network electronic health record portal.*



## Crossing Borders to Create Life-Saving Partnership

One of Detroit's closest suburbs isn't even in the same nation – it is Windsor and Essex County, Canada. While the Canadian health care system offers its patients excellent hospitals and services, the distance to transfer a patient from the Windsor area to the nearest tertiary hospital in Canada is far greater than the distance to transfer the same patient to Henry Ford Hospital in Detroit. Many patients are treated and stabilized, then return to Canada for continued post-acute care and monitoring.

“Because of our proximity to Canada, Henry Ford can step in to offer care for the most complex cases, such as patients with heart disease, vascular disease and trauma,” says Akshay Khandelwal, M.D., interventional cardiologist, Henry Ford Hospital. “In addition, those who want to expedite care for elective procedures, especially joint replacement or bariatric weight-loss surgery, have easy access to Henry Ford.”

Since January 2006, almost 4,000 Canadian patients have accessed Henry Ford's services, who most frequently come to Henry Ford Health System for Bariatrics, Cardiology and Orthopaedics.

At the System's New Center One offices, several employees are specially trained to answer questions from Canadian patients who call using 1-800-Henry-Ford. Canadian patients receive a discount for services and often can use their Canadian health plan. Ties to Canada offer significant opportunities for the System to favorably affect financial performance, and have a far-reaching effect into the local economy. Canadian patients come to Detroit for procedures and often, second opinions. While in the area, they dine at local restaurants, stay at hotels, and patronize gas stations and shops. Some discover entertainment opportunities in the area, such as Detroit's many theaters and sports venues, that bring them back to the city. This new, local group of customers is attracted to the city, bringing their financial support to local businesses.

“We have become a trusted, available resource for Canadians and offer programs in partnership with Canadian health care providers, universities and medical schools. We're continuing to grow that partnership and good will to create an international gateway for health care,” says Dr. Khandelwal.



*Edward Falica, Tecumseh, Ontario, was rushed to Henry Ford Hospital following a major heart attack. Crossing the US-Canada border offered the best chance for quick interventional treatment, which saved the 57-year-old's life.*

## Committing to Dearborn with Fairlane Expansion

With an \$11 million investment, Henry Ford Health System looks forward to the November 2011 opening of a second Medical Center in Dearborn, Henry Ford Medical Center – Ford Road, augmenting the services currently offered one mile away at the Henry Ford Medical Center – Fairlane.

“In July 2010, the former Visteon World Headquarters building, located at Auto Club Drive and Ford Road, became available, and Henry Ford leased 65,000 square feet to start,” says Tom Nantais, chief operating officer, Henry Ford Medical Group.

After extensive remodeling, the center will be outfitted to house an OptimEyes SuperVision Center, Ophthalmology, Dermatology, expanded Women’s Health Services, a large Henry Ford Pharmacy, Laboratory and Radiology Services, an Urgent Care Center, Pediatrics and Physical Therapy.

“The current Fairlane Medical Center will remain open and fully functioning, including the ER,” says Nantais. “We’ll be remodeling, updating and expanding the building to better serve patients, including the operating rooms, 23-hour observation area, and Laboratory and Radiology.”

Remodeling has already brought an influx of workers to the area, and with the opening of the new building, more staff will be needed.

“We’ve contracted workers through the remodeling process, and will add staff with the center’s opening,” says Nantais. “When the Henry Ford Medical Center – New Center One in Detroit opened eight years ago, it resulted in a 20 percent surge in retail sales for merchants in that building alone. With space available for lease in the building, this also creates significant retail and business opportunities.”

Area merchants whose traffic has decreased since the closing of the Visteon headquarters, such as gas stations, restaurants and shops, are certain to benefit from the expansion, as well.

“Fairlane is the busiest ambulatory center in the Henry Ford Health System, with approximately 350,000 patient visits and 62,000 Emergency Department visits annually,” says Nantais. “The additional center shows a long-term commitment by Henry Ford to patients and the Dearborn community.”



*Leaders from Henry Ford Medical Group, Henry Ford OptimEyes and Henry Ford Medical Center - Fairlane inspect the new Henry Ford Medical Center - Ford Road location. Featured from left to right: Richard Dryer, M.D., chief medical officer for Primary Care, Henry Ford Medical Group; Cecelia Fydroski, administrator, Henry Ford Medical Center - Fairlane; Nanette Michaels, vice president of Operations, OptimEyes; Tom Nantais, chief operating officer, Henry Ford Medical Group; Joann Quaine, R.N., supervisor, Women’s Health Services & Pediatrics, Henry Ford Medical Center - Fairlane; Paul Szilagyi, regional vice president, Primary Care & Medical Centers, Henry Ford Medical Group; and Deloris Berrien-Jones, M.D., physician-in-charge, Henry Ford Medical Center - Fairlane.*



## Living, Working and Investing in Midtown

A Midtown area anchor, Henry Ford Health System teamed up with the University Cultural Center Association, Wayne State University and The Detroit Medical Center to offer financial incentives to its employees who want to live and invest in a Midtown residence.

"Employees who apply to the program can receive up to \$25,000 toward a new home purchase and \$2,500 toward a first-time rental within the Live Midtown boundaries," says Noel Baril, vice president, Talent Selection & Rewards, Henry Ford Health System. "The Midtown area is a vibrant, growing community, and we're excited that so many of our employees are interested in living in the community where they work."

Live Midtown incentives have encouraged home purchases. By July 2011, 51 HFHS employees had received rental funding, nine had closed on home purchases, and four were approved and ready to close on their homes. Current Midtown residents can also receive substantial incentives toward rent or exterior home improvements.

Not only do home purchases help stabilize home prices, Live Midtown also incentivizes exterior home improvements, which have a positive visual impact on the area and bolster home values.

"Local merchants, restaurants, and entertainment venues benefit from the increase in Midtown residents who, as a result of the incentives, enjoy higher discretionary income," says Baril.



*Jamar Williams, retention coordinator, HAP, took advantage of Live Midtown funding to purchase his 2,100-square-foot Midtown loft. Williams likes everything about his new home, from the high ceilings, open spaces and hardwood floors to the location, which allows him to walk to work, restaurants and the theater.*



*Schantelle Steen*

According to Schantelle Steen, admitting officer, Henry Ford Hospital, who purchased a home with Live Midtown funding, "Everything I do is in Midtown. Kim's Produce, Goodwells Natural Foods Market and the Avalon bakery are all close by. I like supporting local businesses and taking part in local activities, like jazz and coffee nights at the library."

Conceived in 2010 and launched in January 2011, Live Midtown will continue through 2011.

## *Future Henry Ford Hospital Campus to Span ‘the Boulevard’*

The Henry Ford Hospital campus is situated north of West Grand Boulevard, but a planned expansion will create a campus that spans the Boulevard and embraces the surrounding community.

“Our vision is for a walkable, open and green campus that is accessible to the community and offers a blend of health care and non-health care services, amenities and activities,” says John Popovich, Jr., M.D., president and CEO, Henry Ford Hospital. “It will feel more like a college campus and support our overall vision of being one of the premier health sciences centers in the country.”

Henry Ford plans to invest \$500 million or more into the expansion, with an additional \$500 to \$800 million expected in commercial investment from private developers. Henry Ford’s North Campus (north of West Grand Boulevard) would gain expanded inpatient care space, while new research, ambulatory care and education facilities will be built on the South Campus (south of West Grand Boulevard).

Creating ambulatory care space on the South Campus will allow expansion of primary care and specialty care clinical programs. This concept, under current evaluation, would allow Centers of Excellence and subspecialty programs to expand in the Clinic Tower on the North Campus, and at the same time, expand and enhance space for specialty hospital care, also planned for the North Campus.

“The intent of the planned Henry Ford Hospital clinics is to have sites that will meet most of the ambulatory needs of the patient,” says Bill Schramm, senior vice president, strategic business development, Henry Ford Health System. “This enhances an environment which supports the team-based care concepts provided by the Henry Ford Medical Group.”

The new education building will support the spectrum of medical education for physicians, nurses, and allied health, starting with undergraduate education through continuing professional education.

Beyond research, ambulatory care and education, the campus will offer ideal space for retail, commercial and residential enterprises that support health, medicine, community events, and the restoration of the city.

“The education building is planned to be a convening site, similar to the Kellogg Center at Michigan State University, providing a professional conference site,” says Dr. Popovich. “We plan for its use by the community, as well as for other educational and cultural events. The campus will be integrated with the community through educational support

facilitated by Henry Ford, such as our Early College, and will support other local school programs.”

The System continues to make steady progress toward property acquisition, and has purchased approximately 80 percent of the initial targeted land. Selective demolition of existing structures has already begun and has been positively received by the community.

The current timeline calls for defined priorities and architectural plans to be completed by the end of 2011. Infrastructure work will begin in 2011, and construction will start by 2014.

The goal is for the Henry Ford Hospital Campus to be seamlessly integrated into the community. “We have committed to work closely with the surrounding community residents, business leaders and community associations to ensure they are informed of our activities. Over the course of the next several years, we will see tangible evidence of progress,” says Dr. Popovich. “We’re excited to partner with others, facilitate transformation, and take a leadership role in restoring Detroit’s vitality and transforming the city.”

*“We’re excited to partner with others, facilitate transformation, and take a leadership role in restoring Detroit’s vitality and transforming the city.”*



## Applying Science to Innovative Solutions

Growth and expansion don't always come in the form of bricks and mortar. Sometimes they come in the way of ideas. The Henry Ford Health System Innovation Institute is being developed to offer an environment where scientific ideas can be applied to solve real problems and improve technology, equipment and processes in health care.

"Innovation strengthens when you have a critical mass of creative thinkers and build an environment that offers support, enhances success and tolerates failure. Through failure, we discover," says Madhu Prasad, M.D., director of the Institute.

The Innovation Institute brings together people with various skills who have unique design, engineering, technological and creative talents that enable them to look at a problem and devise a solution, whether it's a new piece of equipment, technology, or a process. Currently, the Education Building, located on Henry Ford Hospital's campus, is being renovated to house the Institute.

"We're bringing together students and faculty from Detroit's College for Creative Studies, Wayne State University's College of Engineering and Smart Sensors and Integrated Microsystems Program, and engineers, physicians, nurses, and other professionals who work together to identify opportunities where they can pioneer solutions," says Dr. Prasad.

More than 30 projects are in process, and include innovating new technology and procedures for treating congestive heart failure and arrhythmias, diagnosing and treating cancer, and applying radiation to tumors. Advanced technologies, more commonly found in the aerospace, automotive, and information technology sectors, are all being brought together to develop devices into marketable products.

"Our goal is multi-fold," says Dr. Prasad. "We are forming the center point of a new medical-technological economy in the city of Detroit. We're also establishing an environment where intellectual property is valued and protected and can potentially be commercialized to become new science and technology to improve health care."

Henry Ford has partnered with TechTown and a number of major donors to make a significant investment in the Innovation Institute and the community.

"We're working to develop a technology transfer capability that will amplify the effect of new products, enhance development of spin-off companies, and have the potential for providing high-quality jobs locally," says Dr. Prasad. "Technology- and knowledge-based economic development is a frontier filled with possibilities for a creative economy."



(Far left) Jacob Budd, director of medical practice, Henry Ford Wyandotte Hospital, and (far right) Brian Watha, organizational performance management associate, Health Alliance Plan, discuss a handheld ultrasound designed by one of the students from the College for Creative Studies.

## Harnessing National Funding through Leading Research

In 2010, Henry Ford Health System received more than \$52 million in research awards, grants and contracts and led the state in National Institutes of Health (NIH) funding awarded to non-university based health care systems.

Researchers at Henry Ford Health System are engaged in more than 1,400 active studies. In 2010, Henry Ford ranked in the top 200 out of more than 1,200 institutions receiving NIH funding from the federal government. In the state of Michigan, Henry Ford ranks after only the University of Michigan, Wayne State University and Michigan State University in NIH funding.



Xin Hong, Ph.D., Department of Neurosurgery Research

### Major Research Programs Drive Discovery: Examples of Henry Ford Studies

**Department:** The Department of Internal Medicine's Hypertension and Vascular Research Division.

**Research Goal:** Examine the causes and consequences of high blood pressure.

**Funding:** Funded by two Program Project Grants awarded by the NIH (one funded continuously since 1982) and other NIH and foundation awards. This division received \$5.3 million in external funding in 2010.

**Department:** The Department of Internal Medicine's Cardiology Division.

**Research Goal:** Develop and test model devices and new drugs for treating heart failure.

**Funding:** \$3.6 million in external funding in 2010. Other divisions in the Department of Internal Medicine bring in an additional \$19 million in external funding.

**Department:** The Department of Public Health Sciences and the Center for Health Policy and Health Services Research.

**Research Goal:** Investigate gene-environment interactions in prostate cancer, causes and consequences of childhood allergies, asthma, racial disparities in care, problems with adherence to medications and cancer epidemiology.

**Funding:** NIH and foundation grants of more than \$6 million awarded.

**Department:** The Department of Neurology.

**Research Goal:** Investigate stroke, migraine, cerebral metabolism, Parkinson's disease, neuromuscular diseases and epilepsy, and how bone marrow cells help restore brain function after stroke.

**Funding:** More than \$6.5 million in grants and contracts.

**Department:** The Department of Emergency Medicine.

**Research Goal:** Advance treatment of traumatic brain injury. The Department is the coordinating center for the Neurological Emergency Treatment Trial Network.

**Funding:** \$2.8 million in external funding.

**Department:** The Department of Neurosurgery.

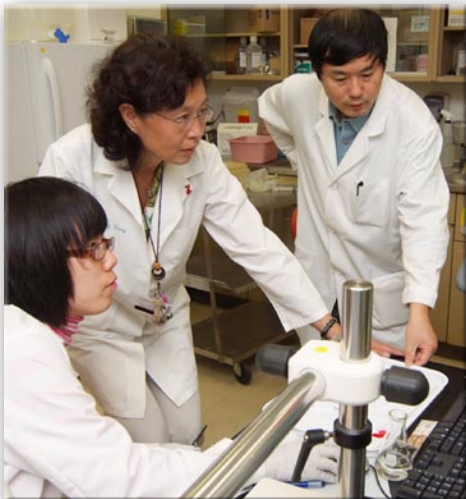
**Research Goal:** Understand and develop treatments for brain tumors and traumatic brain and spinal cord injuries.

**Funding:** \$2 million in external funding.



### Top 10 Henry Ford Hospital Research Projects Funded by National Institutes of Health Grants in 2010

\$2,447,006	Vasoactive autacoids in blood pressure regulation	Oscar Carretero, M.D.
\$2,054,380	Blood pressure regulation: Novel roles for the kidney	Jeffrey Garvin, Ph.D.
\$1,094,936	ProTECT III: Progesterone for Traumatic Brain Injury: Experimental Clinical Treatment Multicenter Clinical Trial	Christopher Lewandowski, M.D.
\$1,056,874	Prostate, lung, colorectal and ovarian cancer screening	Paul Kvale, M.D.
\$963,563	Stroke Research Center	Michael Chopp, Ph.D.
\$777,286	National Lung Screening Trial	Paul Kvale, M.D.
\$760,606	Admixture mapping of sarcoidosis genes in African Americans	Benjamin Rybicki, Ph.D.
\$732,635	Pharmacogenomics of inhaled corticosteroid responsiveness in patients with asthma	Keoki Williams, M.D.
\$718,662	Development of hardware and software for clinical MEG	Norman Tepley, Ph.D.
\$692,432	Statins and lymphoid malignancy risk in a large multi-site population based cohort	Christine Johnson, Ph.D., MPH



(From left) Emily (Yanlu) Zhang, M.D., Xiao-Ping Yang, M.D. and Jiang Xu, M.D. work together in the Physiology lab, part of the Hypertension and Vascular Research division at Henry Ford Hospital.

Martin D'Ambrosio, M.D., (left) and Oscar A. Carretero, M.D., Hypertension and Vascular Research Division at Henry Ford Hospital study how an increase in blood pressure can effect the kidneys. Dr. Carretero was awarded the Robert Tigerstedt Distinguished Scientist Award in 2011 for his outstanding work in the field of hypertension. Dr. Carretero is the lead investigator on a five-year, \$12 million grant from the National Institutes of Health. He is also the principal investigator on a \$1.3 million, four-year grant from the National Institutes of Health.

### 2010 Awards, Grants and Contracts

#### Total Award

\$24,669,404

\$20,493,521

\$3,261,816

\$2,337,693

\$1,636,028

**Total: \$52,398,462**

#### Organization

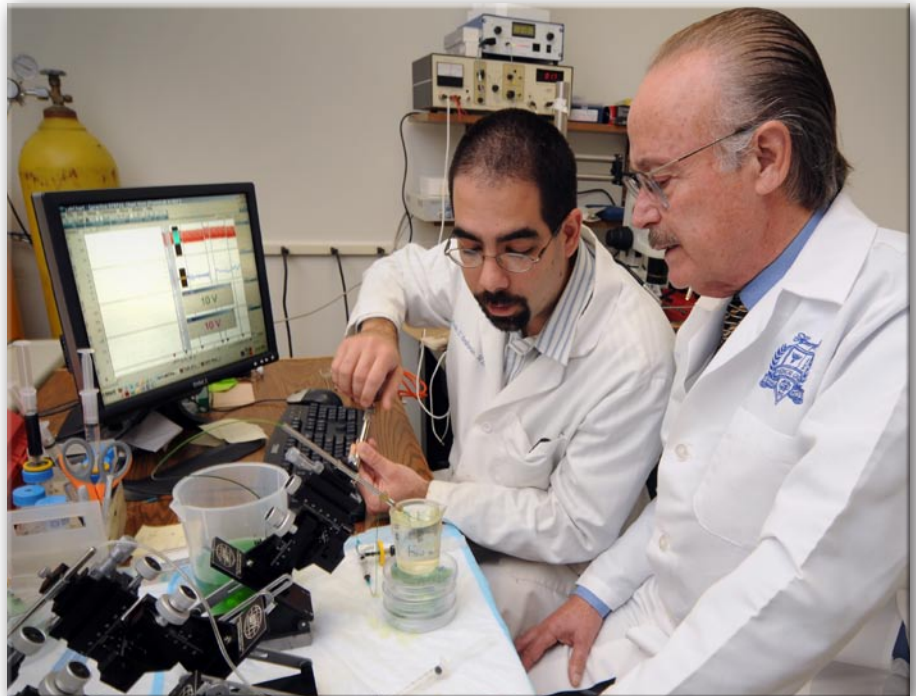
National Institutes of Health awards

Pharmaceutical/Industrial awards

Other federal awards

Foundation and other awards

State and local agency awards



## TechTown Supports Local Entrepreneurs

After decades as a manufacturing giant, Detroit had become a town where entrepreneurship was no longer a part of the culture. Residents grew complacent in a comfortable reliance on the automotive industry and the jobs it created. But changes in the economic landscape have created a burgeoning entrepreneurial spirit. Today, TechTown offers a supportive and dynamic environment where more than 240 start-up companies are currently growing.

Hosted by Wayne State University and supported by a handful of stakeholders, including Henry Ford Health System, TechTown is located at the corner of Burroughs and Cass Avenue in Midtown Detroit. The building was donated by General Motors and underwent extensive renovation.

"TechTown is an incubator-accelerator," says Leslie Smith, general manager of Tech Town. "An incubator is a place where tools and support are given to help launch a business. An accelerator continues to provide support to move the company forward. The goal is for every startup to outgrow TechTown and move out into the community on their own."

More than an office building, TechTown offers tenants access to coaches, mentors and interns, market research at Wayne State University, assistance with prototype development, and locating and tapping into funding sources. Start-ups can also receive assistance in developing financials, conducting a market survey, creating a board of directors and establishing an executive team.

Tenants pay for space, but wraparound services are free. Non-tenants pay a small membership fee to participate in entrepreneurial support services.

Residents are situated in space that ranges from a virtual office with an email box and shared meeting space to fully developed suites with multiple offices and labs. Many companies focus on the life sciences, biomedical technology, medical devices, therapeutics, engineering, energy, information technology, homeland defense and robotics.

TechTown has not only filled a vacant building with active and growing businesses, but is helping plant seeds today that will grow over the coming years. It

is now the largest, most diverse start-up incubator in the world serving companies of every size, type, ethnicity and age range.

"We have a diverse demographic, with many clients over age 50. Right now, the majority are women. Within the building, there is a natural energy and unique connection between the new and more established tenants," says Smith.



Exceptional outcomes have been realized since TechTown was established in 2004.

According to Smith, "Most recently, our programs have helped 15 displaced industrial professionals transfer their skills to a new economic paradigm, preparing them to transfer their intellectual capabilities and real-life experiences. We've exposed 5,000 people to the idea of entrepreneurship and have taken 1,300 through entrepreneurial education. And in the last two years, more than 250 new companies were created."



## Donating Our Expertise

In their time off, Henry Ford Health System leaders are coaching special athletes, helping kids through grief and loss, stocking food banks and serving hot meals to adults and children.

"As an organization, we want to be connected with the community through volunteerism," says Doug Clark, vice president, Audit and Tax Services, Henry Ford Health System. "This year, 287 leaders have already reported on their volunteer activities, an increase of 150 percent over last year."

"Unofficially, volunteerism has been a part of the System's culture for a long time. But about two years ago, under the leadership of CEO Nancy Schlichting, we stepped up our focus and began to track it," says Clark.

While volunteerism is not a requirement, directors and above report their community support, donating time and talent at area organizations of their own choosing. In 2010, 10,000 volunteer hours were reported. In 2011, the goal is 12,000 hours, but

Henry Ford will far surpass that goal, as more than 18,000 hours were reported in the first quarter alone. This equates to a staggering \$1.4 million contribution based on salary averages. The community benefits in ways that can't be tracked, but can be felt.

"The demand for humanitarian services in economically tough times may never have been greater," says Clark. "At the same time, the financial strength of the very organizations that help others are threatened, as donations and support decrease. This level of volunteerism plays a significant role in keeping vital 'safety nets' functioning effectively at a time when they are most in need."

The Special Olympics, Habitat for Humanity, Safe Haven for Kids, Sandcastles and Sandcastles camp, Crossroads Soup Kitchen, Gleaners and the Macomb County Food Bank are all recipients of Henry Ford leadership's time and energy. Leaders grow through their work in the community, and have reported they feel their professional development is enhanced through their volunteer work.



Henry Ford Macomb's Brian Vaillancourt, nurse manager at Mount Clemens Behavioral Medicine center, volunteers his time at the Macomb County Food Bank (pictured at left). Vaillancourt says, "I volunteer there because it gives me a chance to work along side some of Henry Ford's finest – other Henry Ford employees who volunteer their time and labor to serve others in need. How can you beat that? Working at the Food Bank is an extension of serving our patients; doing a small part to get food to those in need, something most of us take for granted."

## HAP Incentives Create a Healthier Population

According to Bill Alvin, Health Alliance Plan (HAP) president and CEO, "The mission of HAP is to enhance the health and well-being of the lives we touch. To that end, we've evolved from a health insurance company to a health and well-being company that sells health insurance products."

Not only has HAP rolled out new products, it is encouraging members to focus on prevention. Health Engagement is a plan structured to create strong relationships between physicians and members, who receive incentives to work toward improving their health. Health Engagement membership has grown to more than 60,000.

Studies show that primary care provider continuity improves outcomes for those with chronic illness. Health Engagement is structured to create those connections and offer financial rewards for completing a health risk assessment, for getting health screenings and keeping weight, blood sugar, cholesterol and blood pressure under control. HAP even conducts wellness programs at many company worksites.

Since the program's inception, preventive services have increased by 50 percent and clinical

improvements in cholesterol and diabetes control have been achieved.

"A healthier population also results in more productive employees and lower absenteeism," says Alvin. "Increased productivity makes businesses more viable economically."

In addition, members who prevent health crises, such as heart attack or stroke, prevent personal economic hardship brought about by serious medical events.

HAP has also responded to increased joblessness and early retirement by offering a broader range of products, from a SOLO product for self-insurers to Medicare products for those who retired early. This response, coupled with Health Engagement, has resulted in positive financial outcomes for Michigan-based HAP.

"We've been able to reverse a multi-year trend in member loss, and in spite of the economy, we have seen growth in new business, Health Engagement, and SOLO," says Alvin. "Between 2009 and 2010, we added 59 new employees, and are proud to have a positive impact on their lives and the lives of our members."



A new HAP product, Health Engagement, rewards members who focus on prevention and work toward improved health and wellness. HAP representatives engage Ford Motor Company employees in exercise that can be done anywhere at any time as part of a healthy lifestyle.



## One-of-a-Kind Care for the Elderly

The prospect of aging brings with it a host of questions for much of the population. Finding the right level of care is a concern, but just as compelling is a need to continue living a life rich in experiences and relationships, good health and daily activity.

Henry Ford Health System, together with Presbyterian Villages of Michigan (PVM) and United Methodist Retirement Communities (UMRC), will break ground in late summer 2011 on the East Jefferson Collaborative, a senior center with a day program on the first level and housing and assisted living on the upper floors. Henry Ford and PVM will operate the senior center, while PVM and UMRC will operate the assisted living program.

According to John Polanski, president and chief executive officer for Community Care Services at Henry Ford Health System, "Henry Ford currently operates the Center for Senior Independence, an innovative, all-encompassing approach to senior care that packages health care, social, and economic services. Everything needed for the care of the individual is included in this capitated program funded

by Medicare, from prescriptions to doctor visits to full day care services, personal care services and social activities. It's truly unique and allows Henry Ford to care for the entire person in a coordinated, meaningful way."

Located at Outer Drive and the Southfield Freeway, the center serves more than 210 seniors. The average age is 86, and all continue to live in their own homes but come to the center as often as every day. Transportation is provided daily for all participants.

"The one component we're missing with the Center is the ability to offer housing for our clients when they need more care," says Polanski. "That need will be met by the East Jefferson Collaborative. While we are starting with one location, looking ahead, Henry Ford and PVM plan to expand to four sites in southeastern Michigan. This plan would allow the Centers to serve more than 1,000 participants."

The East Jefferson Collaborative equates to a \$4-5 million investment in the community, redevelopment of a neighborhood, and additional jobs numbering at least 100. It also fills a need for support of the elderly population in Detroit. Clients without families gain a loving, extended family. And when clients have family members, they can continue to work knowing their loved one is cared for.

"The Center for Senior Independence is the only program of its kind in the area," says Polanski. "It's heartwarming. We have a choir, an annual celebration for those 100 or older, and our clients enjoy a much-improved quality of life. With continued expansion, we'll be able to offer an even greater complement of care to many more residents. It's very exciting and so important."



Henry Ford Health System Transportation Department employee, Will Smith, dances with Emma Jenkins, a regular participant at the Center for Senior Independence during the Center's 100th birthday celebration.

# MISSION

*To improve people's lives through excellence in the science and art of health care and healing.*

# VISION

*Transforming lives and communities through health and wellness - one person at a time.*

# VALUES

- Each Patient First*
- Respect for People*
- High Performance*
- Learning and Continuous Improvement*
- A Social Conscience*





## 2010 - 2011 Philanthropy Endeavors

- More than \$3 million was raised from Henry Ford Health System employees and physicians through the annual employee Community Giving Campaign, with a 56 percent participation rate. A total of 2,160 volunteers, including 1,450 employee and physician ambassadors for the Community Giving Campaign, 150 leadership volunteers, and 560 event volunteers supported the fundraising efforts.
- At the end of the fourth year of the seven-year Envision Campaign, more than \$167 million in gift commitments were recorded, achieving more than 67 percent of the campaign's \$250 million dollar goal. Henry Ford Health System has received 43 gifts of \$1 million dollars or more for the Envision Campaign.
- For the eighth consecutive year, the System has achieved a record number of donors contributing in a single year – more than 19,700.
- For the fourth consecutive year, the System has received 100 percent trustee participation in giving.
- The 2010 cost-for-dollar raised in philanthropic giving was 17 cents on the dollar. The national average is 30 to 35 cents per dollar raised.

The success of Henry Ford Health System, founded as Henry Ford Hospital in 1915, would not have been possible without 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.

This tradition of philanthropy by the Ford family and others continues to this day. Philanthropic gifts have helped to establish Henry Ford as a national leader in health care.

*In 2010, the System welcomed, among others, the following philanthropic programs and bequests:*

### **Health Alliance for Neighborhood Kids...HANK**

In 2010, the Children's Health Fund out of New York City gifted a mobile medical clinic to Henry Ford Pediatrics School-Based and Community Health Program. This "doctor's office on wheels" provides a medical home for medically underserved kids in Detroit, including such services as primary care, treatment for chronic conditions, immunizations, vision and dental care, and urgent care, among others. As part of the Children's Health Fund national network, HANK (Health Alliance for Neighborhood Kids), the name affectionately given to the big blue RV, receives annual support and technical assistance. In the first three years, gifts will total more than \$1 million. HANK will deliver comprehensive health care services to approximately 1,000 to 1,500 children a year. The mobile clinic visits local Detroit schools and community sites on a weekly schedule to ensure continuity of care and to build on-going relationships with teachers, parents and students.

### **Kresge \$2.5 Million Challenge Grant**

In 2010, the Kresge Foundation awarded Henry Ford Health System a \$2.5 million challenge grant, and the System responded by raising \$27.5 million in support of capital needs for Henry Ford Hospital. Henry Ford feels strongly that a health care organization should be the cornerstone of its community. Through its grantmaking programs, the Kresge Foundation seeks to strengthen the capacity of charitable organizations that are responding to new challenges in their communities. The challenge grant was a perfect match between the two organizations.

*(continued on page 18)*



## Philanthropy *(continued)*

### \$5.1 Million Kane Estate Gift

In her will, Victoria V. Kane gave Henry Ford Macomb Hospitals more than \$5 million in honor of her late husband John, who was the first ophthalmologist in Macomb County. The gift is believed to be the largest charitable donation to a nonprofit organization in the history of Macomb County. The funds will establish a retinal surgery program at the Henry Ford Macomb Hospital - Clinton Township. Phase I of the program will renovate and outfit two surgery and endoscopy

operating suites with state-of-the-art, retinal surgery equipment. Phase II will benefit Henry Ford OptimEyes at Henry Ford Medical Center – Lakeside by expanding and equipping it for additional medical capacity, and Phase III will involve the exploration of a low-vision clinic or a similar facility. Half of the funds was deposited into an endowment, which will provide annual income to support the new programs.



*(Beginning third from left) Paul Alandt, Tony and Cathy Viviano and Lynn Alandt receive a demonstration of a new cardiac treatment from Jason McGuire, R.N., and Akshay K. Khandelwal, M.D. (far left) of the Edith and Benson Ford Heart & Vascular Institute at the Envision Campaign event on June 23, 2011 at Henry Ford Hospital. The Envision event was a demonstration event to show donors of Henry Ford Health System how money is being spent on new research, development and innovations.*



## 2010 Financial Performance

For the eighth consecutive year, Henry Ford Health System experienced positive revenue growth and net income in 2010.

The System reported total revenues of \$4.08 billion in 2010, an increase of \$115 million over 2009. Henry Ford Health System reported \$61.9 million net income from consolidated operations for 2010 as compared to \$32.1 million in 2009.

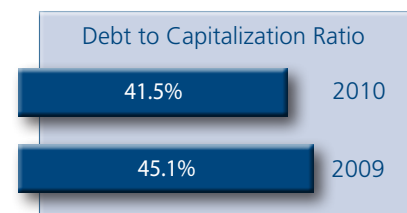
The financial growth of the System continued in 2010 despite the economic challenges in Michigan last year. Henry Ford Health System increased hospital admissions 2.3 percent from 2009 to 2010.

In 2010, the System provided \$373 million of Community Benefit costs, including nearly \$200 million in uncompensated medical care costs.

### CONSOLIDATED BALANCE SHEETS

December 31, 2010 and 2009  
(In Thousands)

	December 2010	December 2009
<b>ASSETS</b>		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 369,553	\$ 339,972
Short-term investments	8,914	142,258
Patient care receivables	153,910	118,914
Health care premium receivables	32,865	22,536
Other current assets	<u>200,152</u>	<u>210,623</u>
Total Current Assets	765,394	834,303
LONG-TERM INVESTMENTS	333,427	156,604
ASSETS LIMITED AS TO USE	857,801	788,328
JOINT VENTURES & OTHER ASSETS	25,110	25,581
PROPERTY, PLANT AND EQUIPMENT	<u>1,213,327</u>	<u>1,233,470</u>
<b>TOTAL</b>	<b><u>\$ 3,195,059</u></b>	<b><u>\$ 3,038,286</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
CURRENT LIABILITIES	\$ 501,627	\$ 479,145
LONG TERM DEBT	841,482	849,578
OTHER LONG TERM LIABILITIES	458,375	486,102
NET ASSETS	<u>1,393,575</u>	<u>1,223,461</u>
<b>TOTAL</b>	<b><u>\$ 3,195,059</u></b>	<b><u>\$ 3,038,286</u></b>



(continued)

## 2010 Financial Performance (continued)

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

December 31, 2010 and 2009

(In Thousands)

	2010	2009
<b>UNRESTRICTED REVENUE</b>		
Net patient service revenue	\$ 2,155,893	\$ 2,085,274
Health care premiums	1,726,628	1,696,399
Investment income	64,886	46,831
Other income	136,278	139,970
Total Unrestricted Revenue	<u>4,083,685</u>	<u>3,968,474</u>
<b>EXPENSES</b>		
Salaries, wages and employee benefits	1,568,133	1,563,822
Healthcare provider expense	978,532	986,117
Supplies and other expenses	1,158,327	1,051,758
Depreciation and amortization	138,366	139,906
Provision for uncompensated services	177,746	189,136
Total Expenses	<u>4,021,104</u>	<u>3,930,739</u>
<b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNUSUAL ITEMS</b>	62,581	37,735
UNUSUAL ITEMS	(707)	(5,581)
<b>EXCESS OF REVENUE OVER EXPENSES FROM CONSOLIDATED OPERATIONS</b>	61,874	32,154
OTHER INCREASE IN NET ASSETS	108,240	138,161
<b>TOTAL INCREASE IN NET ASSETS</b>	170,114	170,315
TOTAL NET ASSETS AT BEGINNING OF YEAR	1,223,461	1,053,146
<b>TOTAL NET ASSETS AT END OF YEAR</b>	<u><b>\$ 1,393,575</b></u>	<u><b>1,223,461</b></u>

## Total Unrestricted Revenue

\$4,083,685

2010

\$3,968,474

2009

Excess of Revenue over Expenses  
from Consolidated Operations\*

\$61,874

2010

\$32,154

2009

\* Includes Noncontrolling Interests of \$1.8 million  
in 2010 and 2009



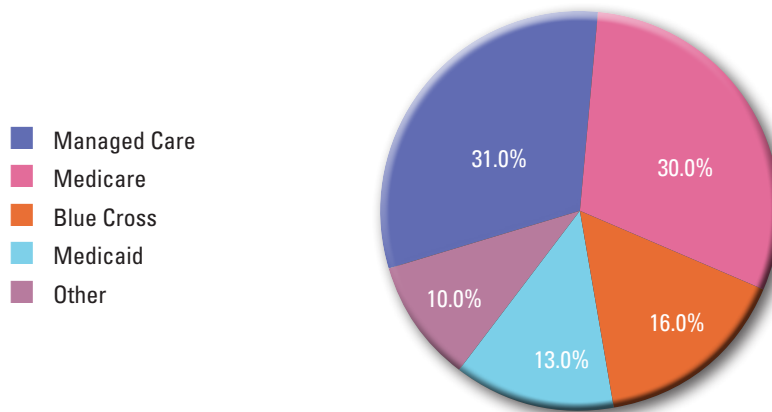
## 2010 Financial Performance (continued)

### PATIENT CARE AND OTHER STATISTICS

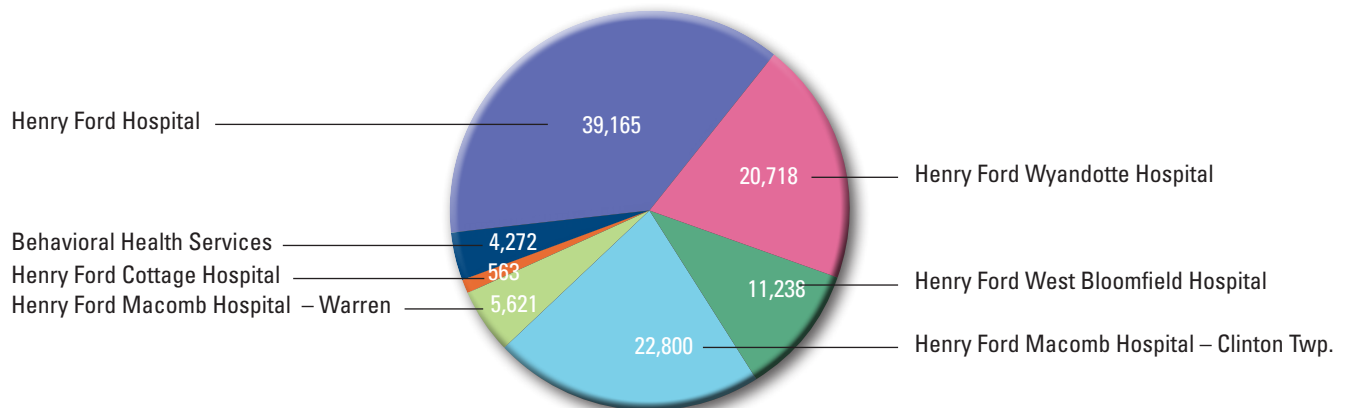
December 31, 2010 and 2009

	2010	2009
Hospital Admissions	104,377	102,007
Patient Days	542,473	532,161
Emergency Room Visits	387,502	388,239
Surgeries	66,499	65,453
Births	7,282	6,789
Length of Stay (Medical / Surgical)	4.9	4.8
Full Time Equivalents	20,794	20,520
Health Alliance Plan Membership (Includes Alliance Health and Preferred Health Plan)	475,559	476,350

### 2010 Third Party Payors



### 2010 Admissions



## 2010 - 2011 Accomplishments

### People

- Named as one of the 101 Best & Brightest Places to Work by the Michigan Business & Professional Association for the fourth consecutive year and received the Elite Award in the Communications category.
- Named as one of the Top Workplaces by the *Detroit Free Press*.
- Recognized nationally as the #1 hospital in the country by *DiversityInc* for diversity and inclusion.
- Nancy Schlichting, CEO of Henry Ford Health System, was chosen a second time as one of the top women in health care in the United States by *Modern Healthcare* magazine; one of 25 women selected by the magazine for this honor, and the only one from Michigan to make the list.
- Continuing its commitment to employee health and wellness, the following was accomplished through the Move to Improve...my body, mind and spirit program:
  - Nearly 2,000 employees participated in the Team Up For Wellness Challenge, which included a social networking component.
  - Established a network of more than 120 wellness ambassadors at the majority of sites.
  - Offered more than 100 lunch and learn presentations.
- More than 85 percent of eligible employees and their spouses/same sex domestic partners participated in Health Alliance Plan's Health Engagement health insurance plan, which rewards healthy choices with lower out of pocket costs. Results exceeded the 2010 participation goal.



- Launched the Diversity Council and elected Richard E. Smith, M.D., as chair.
- Established Employee Resource Groups comprised of employees of same race, ethnicity or special interest focused on common objectives.
- Henry Ford Health System launched a new Vision statement: Transforming lives and communities through health and wellness – one person at a time, which reflects the desired future state of the System.
- New leadership appointments and titles:
  - **William R. Alvin** to executive vice president of Henry Ford Health System, while retaining the title of president and chief executive officer of Health Alliance Plan
  - **Denise P. Beaudoin** to vice president of Customer Engagement, Marketing and Web Services, Henry Ford Health System
  - **James M. Connelly** to executive vice president of Finance and Administration, Henry Ford Health System, while retaining his title of chief financial officer
  - **Jason Desentz**, vice president, Human Resources, Henry Ford Macomb Hospitals
  - **Richard D. Dryer, M.D.**, to chief medical officer for primary care, Henry Ford Medical Group
  - **Edith L. Eisenmann** to vice president of Henry Ford Health System and chief governance officer
  - **Sven Gierlinger** to vice president of Customer Hospitality and Service Culture, Henry Ford Health System
  - **Rose M. Glenn, APR**, to senior vice president of Communications and chief marketing officer, Henry Ford Health System
  - **Veronica M. Hall, R.N.**, chief nursing officer, Henry Ford Health System
  - **Susan S. Hawkins** to senior vice president of Performance Excellence, Henry Ford Health System
  - **Mark A. Kelley, M.D.**, to chief medical officer of Henry Ford Health System; while continuing in his role as executive vice president, Henry Ford Health System; and chief executive officer of Henry Ford Medical Group (HFMG)
  - **Charles E. Kelly, D.O.**, senior vice president & chief medical officer, Henry Ford Physician Network
  - **David B. Lee** to vice president of Henry Ford Health System and general counsel



- **Rand O’Leary**, chief operating officer and senior vice president, Henry Ford Wyandotte Hospital
- **John Popovich, Jr., M.D.**, president & chief executive officer, Henry Ford Hospital
- **Robert G. Riney** to president and chief operating officer, Henry Ford Health System
- **Michael Saad**, chief technology officer, Henry Ford Health System
- **Nancy M. Schlichting**, chief executive officer, Henry Ford Health System
- **Elizabeth R. Schnell** to vice president, Brand Strategy, Henry Ford Health System
- **Richard E. Smith, M.D.**, vice president of Physician Outreach & Partnerships, Henry Ford Hospital
- **Mary Ann Tourneaux**, senior vice president & chief marketing officer, Health Alliance Plan
- **Josephine Wahl, R.N.**, to vice president, Patient Care Services and chief nursing officer, Henry Ford Wyandotte Hospital
- **Matt Walsh** to vice president of Operations, Henry Ford Physician Network
- **Mary R. Vidaurri, Ph.D.**, chief operating officer, Henry Ford West Bloomfield Hospital
- **Donna Wellington**, vice president for operations, Henry Ford Hospital
- **Kimberlydawn Wisdom, M.D., M.S.**, to senior vice president of Community Health & Equity and chief wellness officer, Henry Ford Health System

- Community Care Services continues to perform well with a composite score of 95.6 percent, overall care rating of 97.2 percent and likelihood to recommend “top box” at 93.7 percent.
- Health Alliance Plan’s performance for overall rating of “Health Plan” exceeds the National Committee for Quality Assurance’s 90th percentile for all plans, excluding Preferred Provider Organizations.
- Henry Ford Wyandotte’s Center for Health Services received Press Ganey Summit Award for the second year in a row for Ambulatory Surgery and Outpatient Services, indicating sustained performance for four years at or above the 95th percentile.
- Henry Ford Wyandotte Hospital continued to improve patient engagement scores, with 77 percent of patients rating the hospital as “very good” on likelihood to recommend.

## Quality & Patient Safety

- Henry Ford Hospital was recognized as the Finalist in the American Hospital Association - McKesson Quest for Quality program.
- More than 200 Henry Ford Medical Group and community physicians were named “Top Docs” in their specialty in *Hour Detroit’s* 11th annual Top Docs survey, and Henry Ford physicians were the leading vote-getters in 49 of the 92 adult and pediatric specialties listed.
- System-wide readmission rates decreased in four out of five System hospitals.
- Behavioral Health Services experienced 10 quarters without a suicide in its reference population.
- Featured 94 improvement teams at the 2010 Henry Ford Health System Quality Exposition.
- Held an International Safety Symposium in collaboration with Henry Ford Hospital and Hotel Dieu Grace Hospital in Windsor, Ontario.
- More than 25,000 Health Alliance Plan (HAP) members have lost a collective 250,000 pounds (125 tons) since HAP teamed up with Weight Watchers®, with dramatic improvement in clinical measures – program extended to Alliance PPO members in 2010.
- Henry Ford Health System achieved an 18 percent reduction in patient and employee harm events System-wide between 2008 and 2010 as part of the No Harm Campaign.

## Service

- Henry Ford Health System launched a new service culture transformation initiative to create a superior and consistent Henry Ford Experience for patients, visitors and employees.
- Henry Ford West Bloomfield Hospital maintained a 99th percentile ranking for overall inpatient satisfaction and the hospital’s Emergency Room and Ambulatory Surgery were above the 75th percentile for the past year.
- Henry Ford West Bloomfield Hospital ranked #2 on the Top 20 Most Beautiful Hospitals in the U.S. by Soliant Health.



## 2010 - 2011 Accomplishments (continued)

- Henry Ford Health System launched a new section devoted to Quality and Safety on its Web site, [www.henryford.com/quality](http://www.henryford.com/quality), to provide patients with the information they need to make more informed decisions about their health care.
  - Henry Ford Hospital and the Henry Ford Medical Group were featured in a prominent November 2010 *Time* magazine article on clinical leadership and innovations, and the advances of robotic surgery pioneered by Dr. Mani Menon.
- 
- The image shows the cover of a 'TIME HEALTH' magazine. The title 'TIME HEALTH' is at the top in white on a red background. Below it, the text 'Surgery and the Rise of the Robots' is visible. The central image is a robotic surgical arm. A small red box in the bottom right corner of the cover contains the text: 'Your surgeon will save you time. They'll save you money, too. And they'll save you pain, too.'
- Established the Henry Ford Physician Network, with a total of 1,575 physicians joining as of April 30, 2011. This includes all 1,314 Henry Ford Medical Group physicians, all 81 employed physicians, and 180 private practice physicians.
  - Henry Ford Health System hosted a visit from Kathleen Sebelius, secretary, U.S. Department of Health and Human Services in June 2011 for the Michigan kick-off of the federal government's Partnership for Patients quality improvement program.
  - Henry Ford Health System launched CarePlus Next Generation, the System's new and improved electronic medical record system – the first in a series of technological enhancements planned over the next several years. The new program will ensure peak performance for more than 15,000 employees across 100 different sites who will use the system daily.
  - Henry Ford increased its information privacy and compliance efforts by launching an iComply campaign aimed at protecting personal patient and employee information and records. To date, the program has been very successful and the System has deployed nearly 4,500 new, encrypted USB drives to employees.

## Growth

- Henry Ford West Bloomfield Hospital is now larger than 19 southeastern Michigan hospitals in terms

of admissions and is cash positive; on a cash basis revenues are now exceeding expenses.

- Transformed Henry Ford Cottage Hospital into an ambulatory center.
- Implemented Henry Ford Hospital and Henry Ford Medical Group's outstate growth strategy, and have made connections with more than 200 physicians from six states, resulting in more than 300 new patients and transfers during 2010.
- In partnership with Superior Ambulance, began providing air ambulance service.
- Launched the state's only small bowel/multivisceral transplant program and conducted the first intestine (bowel) transplant in Michigan.
- Opened Macomb County's first outpatient ostomy clinic at the Wound Management and Consultation Center at the Chesterfield Health Center.
- Opened the Acute Care for the Elderly Unit at Henry Ford Macomb Hospital - Warren Campus, specifically focused on care for frail, elderly patients, one of only two such units to open in southeastern Michigan.
- Opened the first Henry Ford Health Products' Self-Health Center in Commerce Township, and then a second location in Woodhaven.
- Grew pharmacy business with a 50 percent increase in Pharmacy Advantage and 13.7 percent increase in overall prescriptions.
- Hosted a national symposium on innovation, "Going Radical," attracting 120 attendees from across the United States.



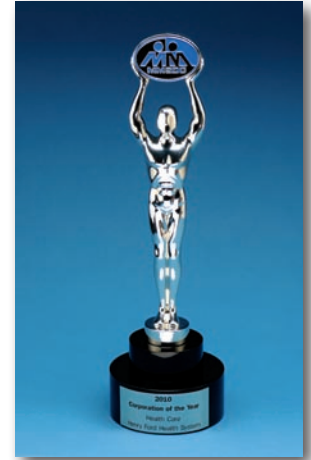
- Announced an \$11 million investment in the city of Dearborn, by expanding Henry Ford Medical Center – Fairlane into a second facility, called Henry Ford Medical Center – Ford Road, and adding medical services (the new facility is expected to open in November 2011).
- Henry Ford Health System and the Henry Ford Medical Group announced a \$1 million investment in the city of Detroit with a 4,000 sq. ft. expansion of the Henry Ford Medical Center – Harbortown on Jefferson Avenue.

## Research & Education

- Awarded \$52 million in National Institutes of Health (NIH) funding in 2010.
- Strengthened the research affiliation with Wayne State University (WSU):
  - Supported the WSU Institute for Population Studies, Health Assessment, Administration, Services and Economics (“INPHAASE”) Grant Program.
  - Supported the WSU School of Medicine M.D./ Ph.D. program by contributing \$55,000 to cover two student stipends.
  - Completed and submitted the National Institutes of Health Clinical and Translational Science Awards grant application with WSU and Michigan State University.
  - Utilizing the WSU Mott Clinical Research Center for a clinical trial.
  - Participating in planning for a Henry Ford Health System/WSU Joint Research Building.
- Strengthened the medical education affiliation agreement with WSU:
  - Agreed to take 90 third year medical students with escalation to 150 over 3-5 years (clinical campus model).
  - Agreed to train like number of first and second year medical students.
  - Agreed to collaborate on Continuing Medical Education (“CME”), simulation, and library services.
  - Received approximately 580 faculty appointments.
  - Received state approval for participation in enhanced Medicaid Program to help fund the Undergraduate Medical Education mission.

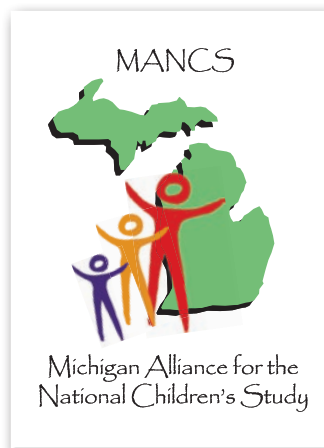
## Community

- Named as one of the top 10 health systems in the country by the Institute for Diversity in the area of governance.
- Named the Health Care Corporation of the Year by the Michigan Supplier Diversity Council.
- Smoke Free Air Law named for the late director of Henry Ford Health System Center for Health Promotion & Disease Prevention and former president of the American Medical Association, Ronald M. Davis, M.D.
- In collaboration with Wayne State University and the Detroit Medical Center, Henry Ford Health System led the Midtown Economic Development Project, including:
  - awarding a Living Cities Grant;
  - partnering with U-3 Ventures, Cleveland Clinic and Michael E. Porter, Ph.D. from the Harvard Business School;
  - collaborating on several “purchase Detroit” efforts; and
  - developing joint safety/security efforts.
- Provided nearly 2,500 health screenings in underserved, health-disparate communities.
- Launched Phase II of the Healthcare Equity Campaign, including Healthcare Equity 101, an online course for employees; trained more than 120 Equity Ambassadors.
- Continued to play a major role in the 2011 Metro Detroit Heart Walk, raising \$429,827 in donations, recruiting 2,564 registered walkers and 427 team captains – it is estimated that close to 4,000 Henry Ford employees, friends and family members participated in the Heart Walk.



## 2010 - 2011 Accomplishments (continued)

- Launched the first ever Tour de Ford bike ride to benefit the Tom Groth Patient Medical Needs fund, with 150 riders raising \$17,000.
- Henry Ford Health System and Children's Health Fund (CHF) launched a new health care program involving a mobile medical clinic to provide comprehensive health care services to medically underserved children at schools and in community locations. Senator Debbie Stabenow (D-MI) and singer/songwriter and CHF Co-founder Paul Simon joined CHF and Henry Ford Health System leadership at an event in December 2010 to inaugurate the Children's Health Project of Detroit.
- Henry Ford Health joined Midtown Detroit's other two largest employers, the Detroit Medical Center (DMC) and Wayne State University (WSU), in an aggressive "Live Midtown" incentive program for employees. The program is designed to entice people to move to the area and retain those who are already living there, providing a significant economic jolt to one of the city's premiere urban neighborhoods - Midtown Detroit.
- Announced the vision for a \$500 million investment and planned expansion at the Henry Ford Hospital Detroit campus that would provide additional clinical, research and education facilities and programs. The expansion also would offer space for retail, commercial and residential enterprises that support health, medicine, community events and the restoration of the city.
- Henry Ford Health System was chosen as one of five Michigan organizations to take part in the Michigan Alliance of the National Children's study (MANCS), which is a part of the National Children's study. This study is the largest long-term study of children's health in the United States. The study will document the effects of the social and physical environment on children's health from pregnancy to age 21. Henry Ford will work with Michigan State University Extension to develop community support, manage environmental samples, and oversee medical examinations of children.



## Finance

- Maintained "A stable" credit rating from Standard & Poor's.
- Strengthened the System's financial position with improved days cash on hand.
- Achieved 100 percent participation in the Trustee Giving Campaign for the fourth consecutive year.
- Reported total revenues of \$4.08 billion in 2010, an increase of \$115 million from the \$3.96 billion total revenues in 2009; reported \$61.9 million net income for 2010 as compared to \$32.1 million in 2009.
- Launched in 2007, the System's seven-year, \$250 million Envision Campaign focuses on renovating and expanding our world-class flagship Henry Ford Hospital, the creation of the new Henry Ford West Bloomfield Hospital in Oakland County, and enriching our nationally recognized Centers of Excellence. As Henry Ford enters the fourth year of this historic endeavor, it is 71 percent to goal with more than \$176 million received, including 45 gifts of \$1 million or more.
- System employees, physicians and leaders celebrated a seventh consecutive record-breaking year for the Community Giving Campaign with 56 percent of the health system's 23,000 employees pledging more than \$3 million to the campaign in 2011. Since 2006, employees have generously donated nearly \$15 million toward the Envision Campaign's \$250 million goal.





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