

CELEBRATING 100 Years

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2015 SYSTEM REPORT



A MESSAGE FROM OUR EXECUTIVE LEADERSHIP

Dear Colleagues and Friends,

We were so proud to celebrate our Centennial year in 2015. The year was truly inspiring and provided us many opportunities to share our rich history and our exciting vision for the future.

Throughout 2015, we had the pleasure of reuniting with many of our health system's alumni physicians, nurses and leaders, as well as meet team members at the more than 24 celebration events held across the organization. Time and time again we were reminded of their commitment to our vision: Transforming lives and communities through health and wellness - one person at a time.

Bringing this vision to life for the entire southeast Michigan region and beyond — now with the addition of Allegiance Health and HealthPlus to the Henry Ford family — is something our trustees, leaders, physicians, staff members and volunteers aspire to every day.

In this report, you will receive a snapshot of the innovation and commitment our organization has to quality, safety and service, including:

- Expanding our footprint outside of southeastern Michigan with the addition of Henry Ford Allegiance Health in Jackson and HealthPlus in Flint.
- Providing our nursing staff with Culture of Caring workshops to enhance the Henry Ford Care Experience for patients and families.
- Launching the Structural Heart Program as part of our Henry Ford Heart and Vascular Institute.
- Announcing plans to build a \$110 million cancer center as part of the South Campus vision.
- Initiating daily safety huddles at each of our hospitals that resolve critical issues in real time.

- Continuing to optimize Epic—our electronic medical record.
- Opening a QuickCare Clinic in Detroit catering to young professionals and a school-based health clinic in Mt. Clemens to provide care to underserved students.
- Expanding and improving coordination of care for our patients and families.
- Improving our operating margin and reducing cost per unit of service.

Our organization is built on the foundational pillars of People, Service, Quality & Safety, Growth, Research & Education, Community, and Finance. And, it's our privilege to continually improve in each of these areas in order to provide the highest quality health care to our patients and to the communities we serve.

Sandra E. Pierce

Chair, Board of Trustees
Henry Ford Health System

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Henry Ford Health System

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President,
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Henry Ford Health System

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Executive Vice President and
Chief Financial Officer,
Henry Ford Health System



A REFLECTION FROM OUR CEO

For the last 13 years, I have had the privilege of writing about the accomplishments of the past year for our System Report. As I complete my final year as CEO, I have the opportunity to reflect on what I believe are the most important achievements during my time leading Henry Ford Health System — and to share my gratitude to those who are responsible for our remarkable accomplishments.

It is all about our people. I am so proud of our doctors, nurses, leaders, pharmacists, home care workers, customer service representatives, environmental services staff members, radiology and respiratory technologists, valet attendants, accountants, lawyers, call center staff — everyone who provides direct care to patients and those who support the team members who do. Working together, they provide the best care experience possible for our patients, customers and friends.

Several accomplishments stand out for me:

- Our positive impact on the Detroit community. We believed in the future of our city before most people did! Through our financial investments, community leadership, and commitment to the city and its residents, Henry Ford has been at the forefront of the city's re-birth. Since 2005, the System has invested more than a half-billion dollars which includes:
 - The South of the Boulevard development and revitalization plan (including the opening of the \$30 million Cardinal Health Distribution Center and the \$110 million cancer center anticipated to open in 2018).
 - A \$200 million investment in the renovation and updating of the Henry Ford Hospital Campus.
 - Nearly \$1.5 million in housing incentives for employees who chose to live in Midtown.
- Henry Ford West Bloomfield Hospital opened in 2009 — to world acclaim for its innovative approach to health care — during the worst recession in our country's history. With a relentless focus on clinical quality, wellness and service, the hospital has grown to nearly 14,000 admissions annually.
- In 2011 Henry Ford Health System received the Malcolm Baldrige National Quality Award, which recognizes national role models with the only Presidential Award for performance excellence. At the time we were honored, the Baldrige Award had been presented to only 15 health care organizations since its inception and none as large or complex as Henry Ford.
- In 2015, we celebrated the System's 100th anniversary and the promise of what the next 100 years will bring as we continue to serve our communities with world class care, service and innovation.

It has been my joy and honor to lead one of the best health care systems in the country and the world through transformational times. For the last 13 years, I have had the best job in health care. I am so proud of everyone who works so hard and with great passion to make our organization successful. The people of Henry Ford will always be in my heart.

Warm wishes,

Nancy M. Schlichting
Chief Executive Officer



ENVISIONING OUR FUTURE

As Henry Ford Health System heads into our next 100 years, we have a clear path to becoming the safest, most reliable, customer-centric health care organization in the country.

I have immense confidence that our passion to create a safe and superior customer experience will lead us to fulfilling our “All for You” customer promise introduced in early 2016.

All for You is all about meeting our customers where they are in their health care journey. We just don’t treat disease. We treat people with every solution as unique as each person for whom we provide care. It’s a commitment to the communities we serve. It’s how we: Transform lives and communities through health and wellness — one person at a time.

Henry Ford Health System is a unique organization in the health care space in the United States. We have a long-standing history of excellence and integration that is rooted in our very beginnings when auto pioneer Henry Ford opened the doors to Henry Ford Hospital in 1915.

“It’s been an incredible century of caring. Our responsibility is to ensure the next 100 years are even better.”

It’s been an incredible century of caring. Our responsibility is to ensure the next 100 years are even better.

We will do this by:

- Providing clinical excellence, combining the science of health care with the compassion of healing.
- Leading the health care industry in providing value-based care.
- Expanding our geographic footprint.
- Continuing to be a community leader in the wonderful resurgence of a great city — Detroit — and in all the communities we serve.
- Remaining committed to diversity in all that we do — how we care for our patients and how we interact with each other.

We are committed to becoming the most preferred:

- Provider of choice.
- Employer of choice.
- Practice site.
- Environment for research and education that supports the care we provide and the communities we serve.
- High-value network powered by our insurance company, Health Alliance Plan (HAP).

The path to the future is clear and begins now as Henry Ford Health System leads the way.

Sincerely,

Wright L. Lassiter III
President



MEDICAL INNOVATIONS

WORLD'S FIRST: TINY HEART PUMP SAVES HENRY FORD PATIENT'S LIFE



Cardiologists at Detroit's Henry Ford Hospital were the first in the world to use a novel route to the heart to insert a tiny heart pump to keep a woman alive.

Tarita Harrison, 45, of Detroit, had been suffering from a severe viral illness when she came to the emergency room by ambulance, nearly unconscious on Dec. 2, 2015. As she neared death and her heart began to fail, William W. O'Neill, M.D., medical director of the Henry Ford Center for Structural Heart Disease, and Adam Greenbaum, M.D., the center's co-director, used the transcaval approach to insert the straw-sized Impella pump into her heart.

The tiny pump supported her weakened heart muscles for six days as Ms. Harrison's heart function improved. They removed the pump through a catheter once she had recovered from the virus and her heart was strong enough to work on

"I'm glad they said, 'This is going to be your temporary heart,' Tarita said, sitting in her hospital bed Dec. 16 as she stirred a cup of red gelatin. 'I'm glad to be alive."

its own again. Ms. Harrison's blood vessels were too small to access her heart using traditional routes. Using the transcaval approach, Henry Ford specialists guided the tiny, straw-size heart pump through a catheter into Ms. Harrison's leg vein, crossing over mid-body into the aorta, and moving up into the heart. The approach is used when vessels typically used are either too small or inadequate due to blockage or scar tissue for conventional approaches.

The transcaval approach was pioneered at Henry Ford Hospital in 2013, first performed by Drs. O'Neill and Greenbaum, and Gaetano Paone, M.D., division head of cardiac surgery

at Henry Ford Hospital. They worked closely with Robert Lederman, M.D., an interventional cardiologist at the National Heart, Lung, and Blood Institute who developed the procedure in a research setting.

The technique is now being taught all over the world as an alternative method for patients whose veins are too small or have other medical conditions that prevent traditional access routes to the heart. The Impella heart pump is used for temporary support of heart function while a patient's health improves or until doctors are able to repair other structural issues.

Henry Ford cardiologist Celeste Williams, M.D., medical director for the health system's Mechanical Circulatory Support Device Program and Heart Transplantation Program, was instrumental in providing continuing care for Ms. Harrison's recovery. •

SURGEONS COLLABORATE TO REMOVE KIDNEY TUMOR USING SUCTION DEVICE

Physicians at Henry Ford Hospital successfully suctioned a cancerous tumor from a major vein in a patient with metastatic kidney cancer, clearing the way for him to undergo a minimally-invasive kidney removal. This allowed him to participate in a clinical trial using genetic material from his tumor to produce a vaccine to help fight his metastatic disease.

It was the first such use for the AngioVac, a device that employs large suction catheters to filter blood through a cardiac bypass machine and remove clots, tumors or other foreign material.

“This is a very exciting new way to treat these tumors,” says Craig Rogers, M.D., the Henry Ford urologist and surgeon who led the multidisciplinary team in this endeavor.

Chris Teodoro, 60, of Madison Heights, Mich., was admitted to Henry Ford Hospital through the emergency room after complaining of pain and blood in his urine.

He was diagnosed with an advanced cancer after scans showed a tumor in his right kidney was growing into a major blood vessel, the vena cava, toward his heart.

At first, Dr. Rogers believed Mr. Teodoro was not a good surgical candidate because of the extent

the tumor had spread into his vena cava and his lungs. He would need a complex surgery to remove the cancerous kidney and the diseased portion of the vena cava, then “clean out” the large vein and reconstruct it back together.

“We thought the risks outweighed any benefits he may receive,” Dr. Rogers says.

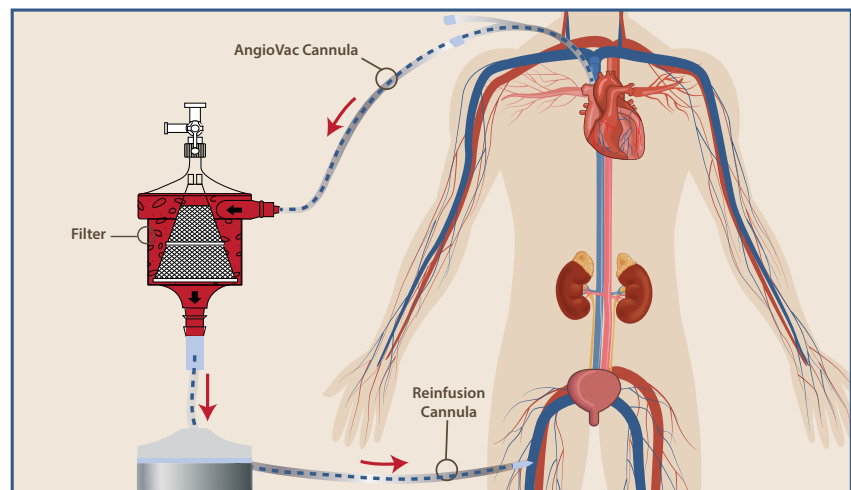
Aware of the AngioVac and its use in cardiovascular surgery, Dr. Rogers consulted with another Henry Ford physician about a novel approach.

“When Dr. Rogers approached me about possibly using the AngioVac

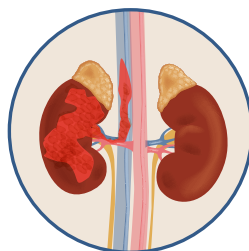
procedure to help this patient, I was intrigued and excited about using this new technology,” says Scott Schwartz, M.D., the interventional radiologist who uses the device. “I knew that we had to find a way to make this work in an attempt to give this patient hope for any future surgical treatment.”

These joint procedures were successful, and together, the first of their kind.

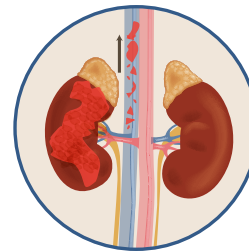
“Being able to provide patients with improved health and ultimately with the ‘gift of time’ is a privilege that as a physician is the most rewarding and humbling,” Dr. Schwartz says. •



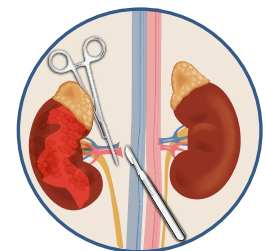
A Physicians at Henry Ford Hospital successfully suctioned a cancerous tumor from the vena cava in a patient with metastatic kidney cancer, clearing the way for him to undergo a minimally-invasive kidney removal. This allowed him to participate in a clinical trial using genetic material from his tumor to produce a vaccine to help fight his metastatic disease.



B The patient was diagnosed with advanced cancer in his right kidney which was growing up the vena cava, toward his heart.



C Through small skin incisions into the blood vessels, essentially all of the tumor in the vena cava was extracted with the AngioVac device. The patient was discharged after a two night hospital stay.



D The patient returned after one week to have a robot-assisted nephrectomy. The remaining tumor was processed to allow for production of a vaccine to be given under a clinical trial.

“Until now, these patients with complex tumors involving the major vessels have not had a lot of options,” says Dr. Rogers. “The AngioVac procedure offers one.”



HENRY FORD FIRST TO BRING NEW BRAIN SURGERY TECHNOLOGY TO MICHIGAN

Henry Ford Hospital was the first to bring fantastically advanced brain surgery technology to Michigan — and one of the first in the United States.

“The BrightMatter technology — a highly detailed imaging and robotic positioning system with sensor-driven tools used in the operating room — arrived in Detroit in January 2016,” says Steven Kalkanis, M.D., chairman of neurosurgery at Henry Ford Hospital and co-director of the Hermelin Brain Tumor Center.

Henry Ford Health System was the first in Michigan to sign a purchase agreement with the technology’s developer, Synaptive.

“This is the future of not only neurosurgery, but what technology can do for medicine,” Kalkanis says. “Three, four, five years ago, this would have been considered space-aged, science-fiction technology. You can

see an actual red blood cell travelling through an artery in the brain. The level of detail allows us to think of surgery and visualize the brain in an entirely new way. That’s a huge benefit for patients.”

The result: smaller incisions, less recovery time and — most importantly — a better ability for surgeons to avoid important structures in the brain, he adds. The technology is used to operate on brain tumors, aneurysms, vascular lesions and skull-based issues. The high-powered microscope and light source also can be used in minimally invasive spine surgery, Kalkanis says.

The long, movable metal arm of BrightMatter contains a microscope and high-powered lighting that provides incredibly detailed vision to surgeons. The arm is also linked to sensors built into the surgeon’s tools. Using images created during

detailed pre-planning of the surgery, BrightMatter’s sensors let the doctors know if their instruments are properly aligned before they move forward in the patient’s brain.

Doctors who have been using the technology describe the new views it provides as “crazy.” •

“This is a significant game-changer,” Dr. Kalkanis says. “This technology will transform our ability to enhance and perform neurosurgical procedures at Henry Ford Hospital. This state-of-the-art imaging, navigation and robotic optical platform can transform surgeries previously deemed impossible to possible — and with great outcomes.”

CELEBRATING A CENTURY OF CARE

IN 2015, HENRY FORD HEALTH SYSTEM CELEBRATED ITS 100TH ANNIVERSARY. The System shared the celebration with the community beginning with an exhibition at the Detroit Historical Museum and continuing with events throughout the year, including alumni get-togethers with nurses and physicians, a centennial float in America's Thanksgiving Day Parade, and a Grand Ball benefitting Henry Ford Hospital featuring a spectacular fireworks display. Throughout the summer, the System hosted 24 anniversary picnics for employees at nine locations, with musical entertainment, lawn games, food, and a special gift for each employee. More than 12,000 employees attended. Relive or join in the fun through these [100th anniversary photo albums](#).







A long-standing tradition of caring for its employees continued in 2015 at Henry Ford Health System. Investments in its workforce include programs to improve the financial and physical health and wellness of Henry Ford staff, demonstrating the concept that employees who are at their best provide optimum patient care.

EMPLOYEE WELLNESS

More than 20,000 employees participated in [Henry Ford Employee Wellness](#) programs in 2015:

- Team Up For Wellness Challenges brought teams together for healthy competition with the goal of walking 7,500 steps daily.
- Caught Doing Something Healthy. Nearly 2,000 employees were “caught” by their colleagues practicing a healthy habit.
- Instant recess at multiple Henry Ford locations gave employees the chance to relive their school days on the playground, exercising and relieving stress.
- Wellness Ambassadors – 267 in all – volunteer to provide wellness information and support to their colleagues in their work locations.
- More than 2,000 employees have downloaded the free “EatWell” app that provides detailed nutrition information about the food served in Henry Ford cafeterias.



EMPLOYEE BENEFITS AND WORKFORCE UTILIZATION PROGRAMS

- The System established a new health benefits model including its first Consumer Driven Health Plans and Health Savings Account. This model contains a “basic plan” that meets Affordable Care Act requirements and aims to better attract and retain employees who want lower cost medical insurance.
- In addition to an across-the-board increase, market-based increases were given to employees in a wide range of job classifications. The changes were in classifications where the market had moved significantly to ensure our overall compensation program remains competitive in our regional market.
- Turnover rates were significantly reduced in a market experiencing increased rates.
- Reduced worker’s compensation claims.
- Implemented a payroll deduction system.
- Through Live Midtown, Henry Ford offered up to \$20,000 to employees who bought or leased a home in Detroit’s Midtown community. Through 2015, the program’s fifth and final year, 240 Henry Ford employees had received funds totaling nearly \$1.5 million. •

SERVICE



THROUGH THE PATIENT ADVISOR PROGRAM, Henry Ford trained more than 125 patient advisors across the System and created seven Patient Advisory Councils to enhance the System's patient-centered approach to care. Several patients now serve on health system and board committees, providing valuable perspective.

At Henry Ford, caring for patients and their loved ones extends beyond medical expertise. The health system has established and invested in a "Culture of Caring," following proven models for care and seeking input from patients, to ensure that patients and visitors have an experience that far exceeds their expectations.

NURSING CULTURE OF CARING WORKSHOPS

All nurses at all System hospitals, in addition to unit secretaries and medical assistants, participated in Culture of Caring workshops. By following a specific model, caregivers learned to deliver a highly reliable and exceptional care experience. A key part of the approach is empathy and recognition of suffering, which patients and their families often experience. The workshops are now a part of new employee orientation for all Henry Ford and Health Alliance Plan (HAP) employees.

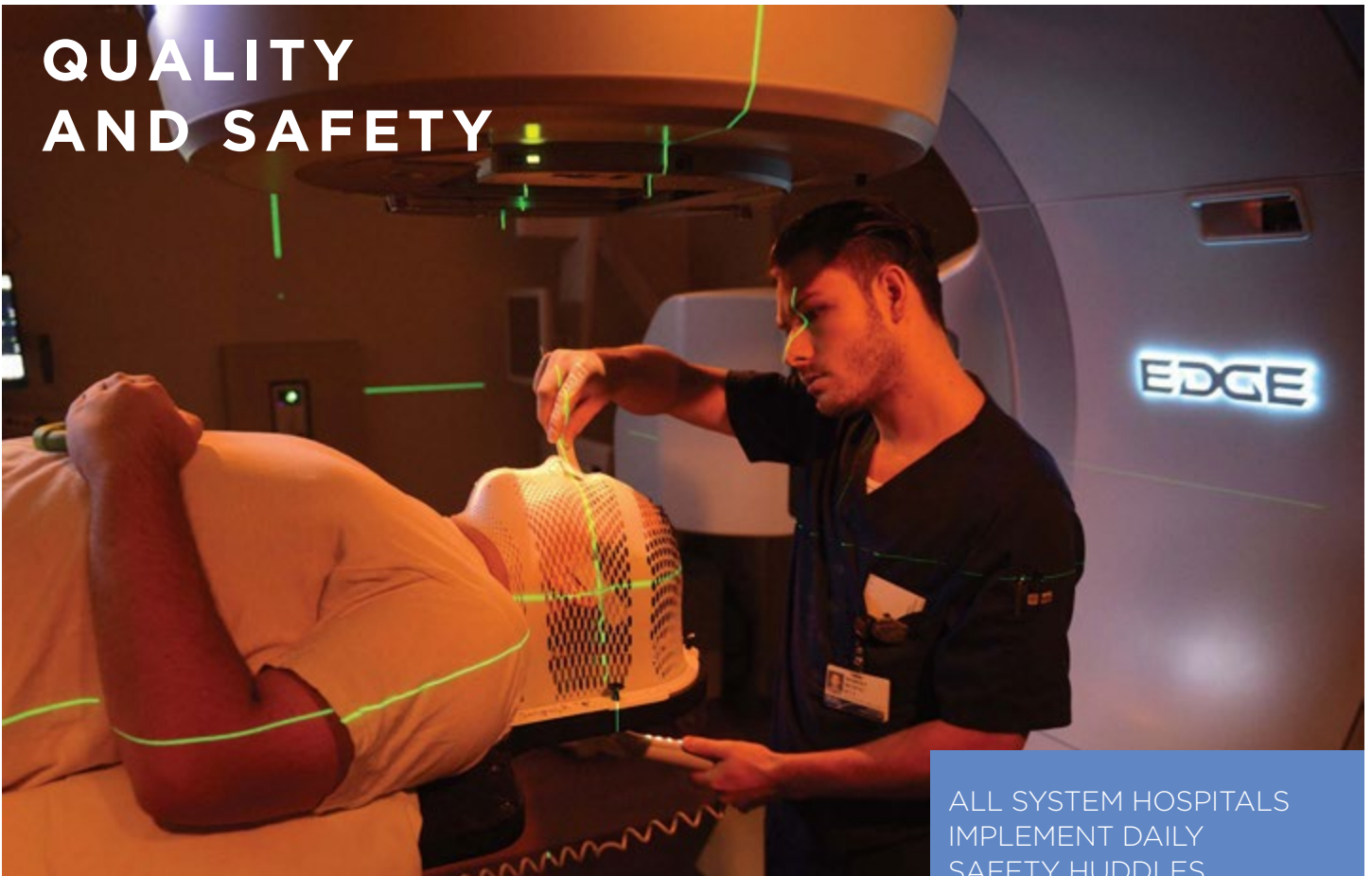
PHYSICIAN CUSTOMER ENGAGEMENT TRAINING

For the second year, all new Henry Ford Medical Group senior staff physicians attended a three-hour course on enhancing physician-patient communication. Current physicians also were invited to participate in the sessions, offered every month. Physicians can try out various communication models with actual situations from their own experiences.

CURBSIDE PHARMACY SERVICE AT HENRY FORD WEST BLOOMFIELD HOSPITAL

Henry Ford West Bloomfield Hospital Pharmacy launched curbside pickup of prescriptions which improved service and resulted in increased patient volume. •

QUALITY AND SAFETY



ALL SYSTEM HOSPITALS IMPLEMENT DAILY SAFETY HUDDLES

Every day, leaders at all Henry Ford hospitals collaborate on safety processes, working together to enable quick and effective resolution to quality and safety issues.

With patient lives at stake, every physician, nurse and employee at Henry Ford Health System works to uphold the highest standards for quality and safety. Whether on a large scale, affecting 20,000 lives, or within a single department, all initiatives are directed at ensuring the safety of patients and staff and offering care that surpasses patient expectations.

BEHAVIORAL HEALTH RAPID RESPONSE TEAM

By launching a Rapid Response team approach, Behavioral Health staff members were trained in verbal de-escalation skills. Combative patient behaviors toward employees decreased by 84 percent, resulting in 17 percent fewer employee injuries.



MICHIGAN COLLABORATIVE QUALITY INITIATIVE SCORES GENERATE FUNDING

Working with Blue Cross Blue Shield of Michigan, Blue Care Network and the Michigan Hospital Association, Henry Ford participated in the Michigan Collaborative Quality Initiative to improve patient care and reduce costs. As a result, the System earned \$5.1 million in 2015 and an additional \$2.5 million in direct funding for project staff for 2016.

TOMOSYNTHESIS LAUNCHED AT HENRY FORD WEST BLOOMFIELD HOSPITAL

To complement the services at its Breast Center, Henry Ford West Bloomfield Hospital is the first hospital in the System to add tomosynthesis technology for imaging of dense breasts.

HENRY FORD WEST BLOOMFIELD EARNS BABY-FRIENDLY HOSPITAL DESIGNATION

By implementing 10 important steps, Henry Ford West Bloomfield Hospital joined almost 300 hospitals nationwide to offer optimal care for infant feeding and mother/baby bonding. Since opening, obstetrics volume has grown steadily and in 2015, 2,149 newborns were welcomed into the world at Henry Ford West Bloomfield Hospital.



MYCHART ENROLLMENT

Henry Ford and Health Alliance Plan (HAP) enrolled more than 84,000 patients in [MyChart](#) in 2015, for a total enrollment of more than 283,000 since the program began in 2012. With this online tool, patients are empowered to manage their health care how, when and where it's best for them.

Henry Ford and
Health Alliance Plan (HAP)
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HENRY FORD ACO IMPACTS 20,000 LIVES

Henry Ford Health System was one of 21 health care systems in the United States to implement the Centers

for Medicare & Medicaid Services' (CMS) Next Generation Accountable Care Organization (ACO) model for Traditional Medicare patients effective Jan. 1, 2016. The Henry Ford ACO (HFACO) includes nearly 2,000 Henry Ford Medical Group and System-employed physicians in addition to many specialists and select primary care physicians from the Henry Ford Physician Network. It also includes all Henry Ford hospitals and facilities. An ACO is a group of health care providers who come together to use proven best practices to provide the most appropriate care to patients and improve communication within the care team, resulting in better patient outcomes and a lower cost of care.

AMBULATORY HEDIS SCORES REACH 90TH PERCENTILE

The Healthcare Effectiveness Data and Information Set (HEDIS) is a tool used by almost every health plan in the United States to measure performance on important dimensions of care and service. Henry Ford scored in the 90th percentile for ambulatory breast cancer and colon cancer screening, and in blood pressure control for patients with hypertension.

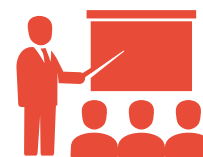
GLOBAL HEALTH INITIATIVE

With more than 60 global health activities in 20 countries, Henry Ford Health System is making a positive and far-reaching impact building capacity in low-resource communities through the Global Health Initiative (GHI). Highlights for 2015 include:

Research: Published 15 papers in professional journals, presented 16 abstracts at conferences, and received \$1.6 million in external funding.



Training: Provided training for 625 individuals, hosted 20 speakers and 15 global health events, launched tele-education programs with institutions in Haiti, Myanmar and India, launched a Global Health Lecture Series in the Congo, Haiti and Taiwan, and hosted 15 students and visiting faculty for internships and rotations.



Community Engagement: With 26,000 hours of service, the GHI worked with communities in Haiti, Colombia, Myanmar, Guatemala and Detroit to build local research infrastructure, worked with community leaders in Detroit to create sustainable health goals, and partnered with Henry Ford's School-Based and Community Health Program to launch an asthma education intervention program in Detroit Public Schools. •



Henry Ford Health System served more than
1.5 MILLION LIVES and added
22,576 NEW PATIENTS in 2015.

With the evolution of medicine comes the need for space, partnerships, and expanded capabilities to bring the most advanced care available to the patients who need it. Henry Ford is continuously growing within the City of Detroit, southeast Michigan, and beyond, to harness and deliver the best possible care.



**CITY OF
DETROIT GROWTH**

WORLD-CLASS CANCER CENTER

Henry Ford announced plans to build a \$110 million cancer center as part of the South of the Boulevard initiative. The planned five-story, 144,000 square-foot cancer center is anticipated to open in summer 2018. Patients can expect the most modern technology, access to research and novel treatments, and seamless, coordinated cancer care in one location.



SOUTH OF THE BOULEVARD

The System continued progress on its \$500 million expansion and neighborhood improvement initiative, located south of West Grand Boulevard. The 300-acre area across from Henry Ford Hospital is home to the new Cardinal Health Distribution Center and will be joined by the cancer center in 2018. These plans are a key development in the System's role in Detroit's revitalization and growth, and include affordable and market-rate housing, retail and commercial space, and expansion of Henry Ford services in response to community need.

CARDINAL HEALTH

May 2015 marked the official opening of the \$30 million Cardinal Health Distribution Center. Cardinal Health is a medical products distribution center, supplying Henry Ford Health System and the Detroit Medical Center. The 18-acre building and grounds are a major component of Henry Ford's South of

the Boulevard development and revitalization plan.

DETROIT QUICKCARE CLINIC

Henry Ford opened a new QuickCare Clinic, its seventh patient care facility in Detroit. The clinic's nurse practitioners provide expert care for illnesses and injuries, and support wellness and healthy living.



**REGIONAL AND
STATEWIDE GROWTH**

HENRY FORD WELCOMES ALLEGIANCE HEALTH

Following completion of due diligence and regulatory approval processes which began in November 2015 with a Letter of Intent, Allegiance Health — now named Henry Ford Allegiance Health (HFAH) — has become part of Henry Ford Health System. Henry Ford Allegiance Health has 475 beds and is based in Jackson, Mich. HFAH will invest \$300 million in the Jackson community and surrounding areas over the next five years, a portion of which will be raised through philanthropy. The investment will be used for new facilities, information technology and other new programs and services.

HEALTHPLUS FLINT AND HAP MERGE

Health Alliance Plan (HAP) and HealthPlus, a Flint-based HMO, merged in 2015. Joining the two organizations adds 70,000 new members to HAP and \$400 million in annual revenue, extends HAP's service area, and enhances relationships with major HAP clients, including General Motors and the UAW Retiree Medical Benefits Trust.

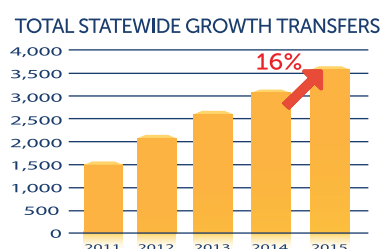
HENRY FORD MACOMB SURGICAL SERVICES

At Henry Ford Macomb Hospital, construction is continuing to expand the hospital's operating rooms. The hospital also implemented a

retinal surgery program, funded by a generous donation from the Victoria Kane Estate in honor of her husband, Macomb County ophthalmologist John Paul Kane, M.D.

STATEWIDE GROWTH STRATEGY

By partnering with physicians and hospitals throughout Michigan and beyond, Henry Ford Hospital and Henry Ford Medical Group have realized strong growth in hospital-to-hospital patient transfers. Statewide growth transfers increased 16 percent from 2014 to 2015, and transfers from greater than 50 miles increased 28 percent.



DOWNRIVER CARE EXPANDS

Henry Ford Wyandotte Hospital grew inpatient rehabilitation admissions by 29 percent, recruited five surgeons and increased surgical volume by 878 cases, and was verified as a Level III Trauma Center.

HENRY FORD WEST BLOOMFIELD HOSPITAL EXPANDS ACCESS, GROWS VOLUME

Henry Ford West Bloomfield Hospital announced an alliance with a private physician management group to expand access to direct primary care in southeast Michigan. Direct patient care, or concierge medicine, provides patients direct access to their personal private physician 24 hours a day, 365 days a year.

The West Bloomfield Hospital also expanded joint replacement surgical volume, growing 34 percent over 2014.



**HEALTH ALLIANCE
PLAN (HAP)
GROWTH**

- [HAP](#) added 50,000 members across all product lines including more

than 13,000 new Personal Alliance® members and more than 200 new small groups.

- HAP Midwest Health Plan rolled out “My Health Link,” a dual-eligible program with Centers for Medicare and Medicaid Services and the Michigan Department of Health and Human Services, and enrolled more than 7,000 members.
- Personal Service Coordinators are piloting use of Epic to sign members up for MyChart and schedule appointments.
- HealthPlus Flint and HAP merge. See page 14.



**SPECIALTY
GROWTH**

SOUTHFIELD GAINS HENRY FORD OPTIMEYES

The Henry Ford OptimEyes Supervision Center opened in Southfield, bringing 20,000 square feet of retail optometry and full-service comprehensive eye care to the area.

VIRTUAL CARE AND TELEHEALTH

Henry Ford Health System is using virtual care and telehealth — computers and mobile devices — to connect patients, medical staff, and the community.

- Physicians participated in a successful pilot program using video visits/consultations in dermatology, behavioral health/psychiatric services, travel medicine, vascular procedure assessments, post-surgical follow up, and remote surgical consultations.
- Henry Ford admitted more than 1,600 new patients to its e-Home Care program, with 200 patients active daily. Using remote tele-monitoring, nurses monitor and communicate with congestive heart failure, chronic obstructive pulmonary disease, severe hypertension and diabetes patients

in their homes, resulting in fewer readmissions and emergency room visits. It has been expanded to include kidney transplant, oncology and skilled nursing facility patients.

GASTROENTEROLOGY

The Division of Gastroenterology expanded, increasing referral volume at Henry Ford Hospital and Henry Ford West Bloomfield Hospital by 113 percent in six months. Henry Ford led the market in Michigan for high-end hepatology and interventional and advanced therapeutic gastroenterology.

STRUCTURAL HEART PROGRAM

Henry Ford is one of the busiest structural heart centers in the United States, with more than 150 trans-aortic valve repairs and an overall rise in volume of 25 percent in 2015. Physicians developed several new techniques and procedures, including 3-D imaging to guide valve placement in the heart.

DIALYSIS SERVICES

- Macomb Regional Dialysis Centers expanded to 20 treatment stations and added training suites to enable patients to perform dialysis treatments at home. Approximately 25 percent of patients perform treatment in the comfort of home, compared with the national average of 10 percent.
- In partnership with the DMC and private practice physicians, Henry Ford relocated the Northwest Detroit Dialysis Center offerings to a new and contemporary setting, markedly expanding capacity and service levels.
- Henry Ford created a new home-only dialysis service located in Berkley, Mich., in partnership with a local health system physician practice group.

SPECIALTY PHARMACY

Henry Ford grew its specialty drug pharmacy from \$194 million in 2014 to \$295 million in 2015. •

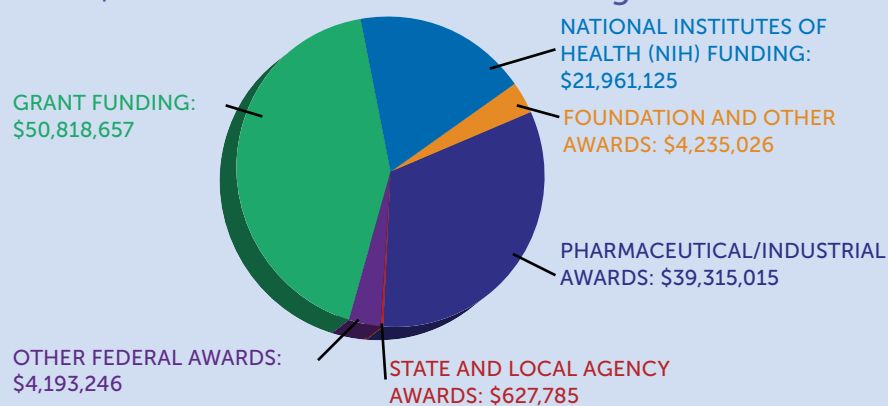
RESEARCH AND EDUCATION



Medicine is a constantly evolving field, and its evolution is driven by cutting-edge research, innovation, and physicians who are trained to bring research results to patient care. Henry Ford Health System embraces its role as a leader in both medical research and education, and supports the individuals who are pioneering treatment, techniques and technology to improve and extend human lives.

HENRY FORD PHYSICIANS are using 3-D printing technology to create exact replicas of patient hearts, which are more powerful than just visualizing a picture on a monitor. Physicians are able to predict how a patient's anatomy will react to different surgical techniques, types of equipment and movement. To date, more than 150 patients have benefited.

Henry Ford Health System received more than \$70 MILLION in research funding in 2015.



TOTAL 2015 RESEARCH FUNDING: \$70,332,197



HENRY FORD INNOVATION INSTITUTE

The Henry Ford Innovation Institute in Detroit enhances patient care and research, training, and commercialization opportunities through innovation and creative ideation. In 2015, the Institute received more than \$1.05 million in licensing revenue and entered into multiple license agreements, including MedLine for the [Model G patient gown](#) and [Vision IT](#) for a physician communication tool.

MEDICAL EDUCATION

Through Henry Ford's medical education program, 1,061 physicians and 748 undergraduate medical students were trained in 2015. The System is the largest osteopathic (D.O.) training program in the United States. Of the 2015 graduate medical education participants, 24 percent remained in Michigan, 72 percent went into practice, and 28 percent continued their training in Michigan fellowship programs.

GLOBAL OPPORTUNITIES

As part of a broad international strategy, Henry Ford Health System is actively engaged in sharing and licensing its knowledge, expertise, and best practices.

- Henry Ford signed a memorandum of understanding (MOU) with Apollo Hospitals, one of India's premier healthcare systems, to collaborate on innovative products, programs, technology, and services, for patients in low- and developing-income countries and the United States.
- Through a partnership between Henry Ford Health System and a Riyadh, Saudi Arabia hospital, a pilot medical center will open in Riyadh as early as fall 2016. It is modeled after Henry Ford West Bloomfield Hospital using a population health/ambulatory care approach. •



 **HENRY FORD**
INNOVATION INSTITUTE

COMMUNITY



Henry Ford contributes more than

\$6 BILLION

in economic impact to the metro Detroit area.

More than 8,800 Henry Ford employees work in the City of Detroit.

The Henry Ford Health System community extends from downtown Detroit to all surrounding suburbs and beyond, and each area has a distinct personality and history. Through carefully selected and managed programs, the System meets the unique needs of each area and continues to create valuable services for members of the communities it serves.

MOBILE MEDICAL CLINICS

HANK and CLARA are the result of a partnership between Henry Ford Health System and the Children's Health Fund. The mobile medical clinics travel to Detroit schools and community centers to deliver complete health care services to Detroit's medically underserved children, addressing children's health care needs in the city and improving access to high-quality care. In 2015, the units provided 3,467 medical appointments (560 more than 2014) to 875 unduplicated patients and 1,109 general health education contacts to 735 unduplicated students. HFHS Pharmacy delivers approximately 1,000 prescriptions each year to all school-based program sites.

CEO APPOINTED TO PRESIDENTIAL COMMISSION

President Obama appointed Henry Ford Health System CEO Nancy Schlichting as chairperson of the [Commission on Care](#), established by Congress to examine how to best deliver health care to military veterans.

TRANSFORMING DETROIT NEIGHBORHOODS

Henry Ford has continued to physically transform the area surrounding its downtown campus. This included collaborating with the UAW, Midtown Detroit, Inc., and the City of Detroit to landscape space along West Grand Boulevard. The System demolished 15 structures and deconstructed five more, salvaging half of the materials for re-use.

EARLY COLLEGE SUCCESS

Almost 300 high school students benefited from the Henry Ford Early College, which offers 12 health career programs for at-risk students from 17 school districts. The school ranks in the 99th percentile of schools in the state of Michigan.

HENRY FORD LIVEWELL GROWS

- Since its launch in February 2015, the [henryfordlivewell.com](#) web site and blog has logged between 4,000 and 5,000 page views per month. It contains health and wellness information directly from the experts at Henry Ford.
- Meetings don't have to be sedentary and include doughnuts. Henry Ford produced the [Healthy Meeting Toolkit](#) in 2015, and is leading change in how meetings are conducted inside and out of the health system.

- [5-2-1-0 Kids](#), an original Henry Ford app, was designed by wellness experts and engages children through four games and healthy lifestyle messaging. Since it was released and promoted in late 2014, more than 5,000 users have downloaded the app.

GENERATION WITH PROMISE

This Henry Ford program received more than \$809,000 from the U.S. Department of Agriculture for SNAP-Ed food stamp education by way of the Michigan Fitness Foundation, and touched 37,360 lives through school, community and faith-based outreach in 2014 and 2015, making 114,319 contacts. Generation With Promise brings nutrition education and promotes physical activity and youth leadership at Detroit elementary, middle, and high schools.



WOMEN INSPIRED NEIGHBORHOOD NETWORK (WINN): DETROIT

Since 2012, community health workers enrolled more than 1,200 women in WINN: Detroit to reduce infant mortality. Since the program began in spring 2012, zero preventable infant deaths have occurred among the babies born to mothers in the program, 88 percent had normal birth weights, and 89 percent were full-term deliveries.

HEALTHCARE EQUITY SCHOLARS

The first class of the Healthcare Equity Scholars Program graduated, equipping 17 employees with skills to improve clinical quality, patient satisfaction, and employee engagement by addressing the unique needs of patients from diverse cultures and backgrounds.

SCHOOL-BASED AND COMMUNITY HEALTH PROGRAM

Through the School-Based and Community Health Program, Department of Pediatrics, Henry Ford provided 9,995 medical clinical appointments including 2,501 integrative mental health appointments, for more than

3,000 pediatric patients, most provided at their schools during the school day. The clinics delivered more than 1,000 prescriptions, completed 1,500 well checks/physicals, administered 3,000 vaccinations, and offered Medicaid outreach assistance to 25,000 families. The team also made more than 10,000 evidence-based health education interventions. Henry Ford operates seven school-based health centers, one school-linked health center, two mobile health units, one telemedicine office, and six satellites with registered nurse provided care in the City of Detroit and surrounding communities. Services are provided by pediatricians, nurse practitioners, registered nurses, and licensed masters prepared social workers, and are available regardless of ability to pay.

MT. CLEMENS SCHOOL-BASED HEALTH CLINIC

A partnership between Henry Ford Macomb Hospital and Henry Ford Pediatrics, together with grant funding from the State of Michigan Health Department and Department of Education, brought the first school-based health clinic to Mt. Clemens middle- and high-school students. The clinic expands an existing partnership with Mt. Clemens Community Schools and offers treatment for illnesses and injuries, sports physicals, immunizations, health education, laboratory testing, and individual counseling and behavioral health groups.

HENRY FORD WEST BLOOMFIELD HOSPITAL SERVES UP SPECIAL MENU FOR DIVERSE CULTURES

As part of its community outreach efforts to provide delicious and healthy foods to diverse cultures, Henry Ford West Bloomfield Hospital launched Kosher Korner in an effort to provide kosher food options for patients, guests and staff. The food selection in the kosher menu also meets the dietary needs of individuals following the practice of halal. •

Henry Ford provided approximately

**\$459 MILLION
IN COMMUNITY
BENEFIT**
in 2015.

This includes reported community programs and services, patient financial assistance, in-kind donations, research revenue, charity care, bad debt and losses on government programs.

DEVELOPMENT INNOVATION, INSPIRATION, TRANSFORMATION

The mission of the Henry Ford Development Office is to joyfully create a culture of giving and engagement that will transform healthcare in the communities we serve.

THE NUMBERS 2015 PERFORMANCE AT A GLANCE



\$27 MILLION

CASH REVENUE + \$1.9M YEAR OVER YEAR



\$25 MILLION

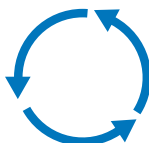
PRODUCTION REVENUE + \$1M YEAR OVER YEAR



PARTICIPATION
16,500
Donors



4,874
First-time
Donors



51.1%
Donor Renewal Rate
46% National Average



\$1.7
MILLION
Endowed Revenue
Raised



238
Proposals
Submitted



\$4.4
MILLION
Planned Gift
Commitments

2015 was a year of transition for fundraising and development throughout the Henry Ford Health System, continuing the tradition of **INNOVATION, INSPIRATION** and **TRANSFORMATION**.

The Henry Ford Development Office has made significant strides in each. Working with our medical partners, the

Development Office staff identified, developed and packaged more than \$100 million in fundraising products, all built on strategic System priorities. Each one weaves together medical innovation and inspiring narrative to lay the groundwork for transformational gifts. At the same time, the Development Office has worked to transform its own staff, adding strength in strategic areas to build the best possible fundraising team.

INNOVATION: FUNDING PRODUCTS DEVELOPED*

Heart and Vascular Institute/Structural Heart:

\$25 MILLION
opportunities identified

South Campus Neighborhood: "Beyond Grand":

\$50 MILLION

Tomosynthesis Machines:

7 machines upgraded or purchased:

\$1.4 MILLION

Henry Ford Macomb Surgical Center:

focus on raising

\$15 MILLION
for the project

Innovation Institute:

\$25 MILLION
naming opportunity

*highlights some of the priorities identified in 2015

Henry Ford invested in technology enhancements to leverage patient data, with a focus on creating an exceptional high value healthcare experience. We established new vehicles for giving, moved our Employee Giving Program online and participated in the first National Giving Day. We strengthened gift reporting efforts and highlighted stories that share the impact of donor support. In Henry Ford's Game On Cancer partnership with the Detroit Lions football team, we raised more than \$600,000 for both cancer research and for a cancer patient needs fund.



bills and continues to assist with household items, utility bills and necessities for their children.

- Gary, with stage IV prostate cancer, faced a grim prognosis. His final wish was to attend a Detroit Tigers baseball game with his family. The day before he was admitted to hospice care, Game On Cancer provided him and 10 family members with luxury transportation to a game, dinner and VIP tickets.
- A Josephine Ford Cancer Institute social worker discovered that Deborah, a cancer patient from Macomb Township, was living on food stamps and had no available transportation. Every week for a year, she had been riding her bike to Henry Ford Macomb Hospital to receive her chemotherapy treatments. Game On Cancer contracted with a local cab service to provide her with ongoing roundtrip transportation to all of her treatments and grocery assistance.

INSPIRATION: THE POWER OF THE GIFT

No matter the level, philanthropic giving both demonstrates and inspires our commitment to our patients and our communities. A few of the many examples of the power of the gift from Game on Cancer are:

- Aijaz is a brain tumor patient suffering from extremely limited mobility. He lives with his wife and child, and in order for his wife to continue working, an at-home caregiver is needed two to three times per week to assist Aijaz in getting out of bed, showering, dressing, and feeding himself. Aijaz has that care, thanks to the Game On Cancer program.
- Gina has aggressive breast cancer. Her husband, Chris, is also a cancer patient with stage IV renal cancer. Gina, Chris, and their four children have very limited means. Game On Cancer paid their outstanding medical

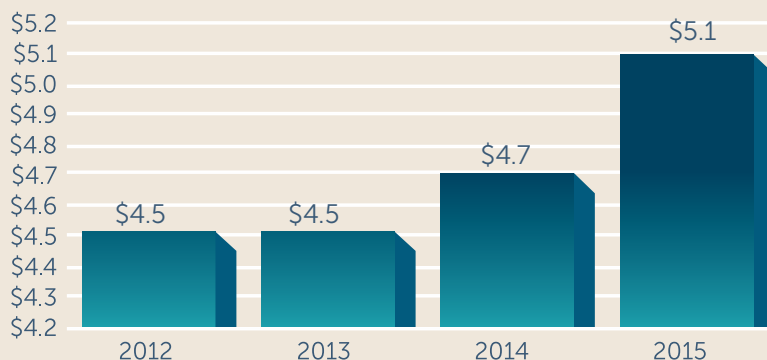
TRANSFORMATION: NEW STRUCTURES FOR NEW OPPORTUNITIES

- In 2015, the Development Office reorganized to focus on revenue streams: Major Giving, Annual Giving/Donor Engagement, and Foundation Giving. Henry Ford has a long tradition of philanthropy, with an historic focus on employee giving and fundraising events. The System will continue to build on that tradition, leveraging the tremendous spirit of private philanthropy both locally and nationally. Our 2016 efforts will continue to emphasize increased revenue and welcoming new donors from across the health system. •

FINANCIAL PERFORMANCE

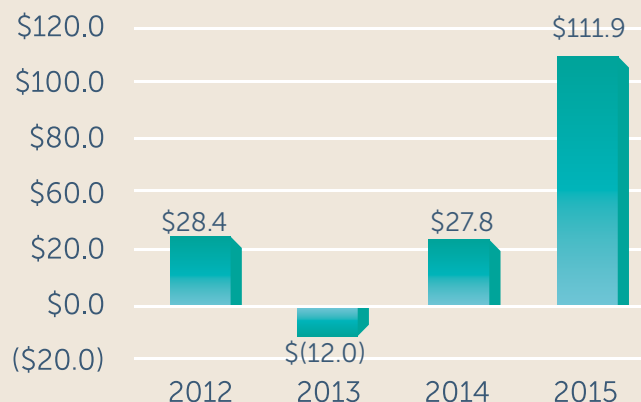
For the thirteenth consecutive year, the System experienced positive revenue growth in 2015. Henry Ford is one of a handful of healthcare organizations nationally with both a strong provider organization and large insurance operations. Overall revenue increased by 7.3% in 2015. Revenue growth reflects the System's continued success in touching more lives.

TOTAL UNRESTRICTED REVENUE (in billions)

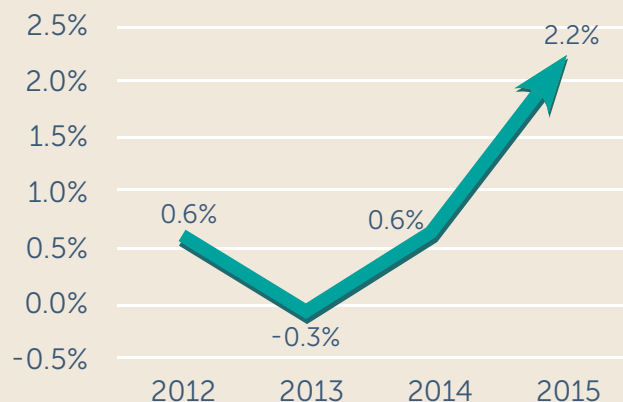


The System reported excess revenues over expenses before unusual items of \$111.9 million for the year ended Dec. 31, 2015, providing a margin of 2.2%. This reflected significant improvement in excess revenues over expenses from prior year results. Improved performance was the result of strong revenue growth for both provider and insurance plan segments and effective expense management. Improved operating performance provides resources to invest in people, facilities, equipment, and services.

EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES BEFORE UNUSUAL ITEMS (IN MILLIONS)



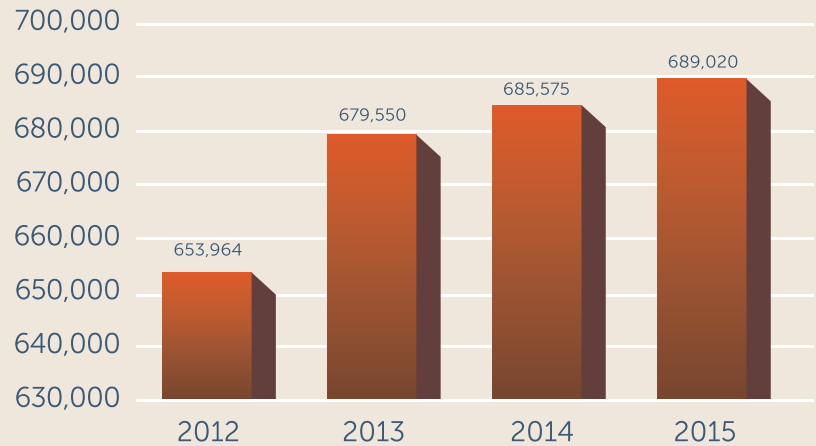
MARGIN



Health Alliance Plan membership continued to grow.

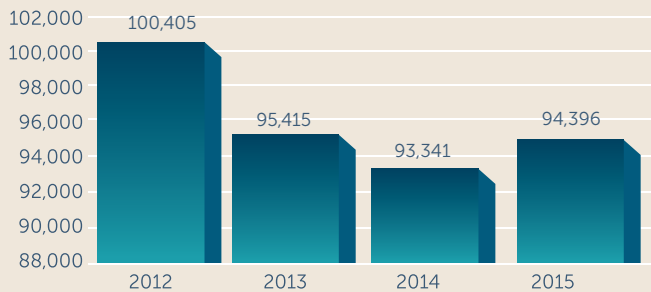


HEALTH ALLIANCE PLAN AND SUBSIDIARIES MEMBERSHIP

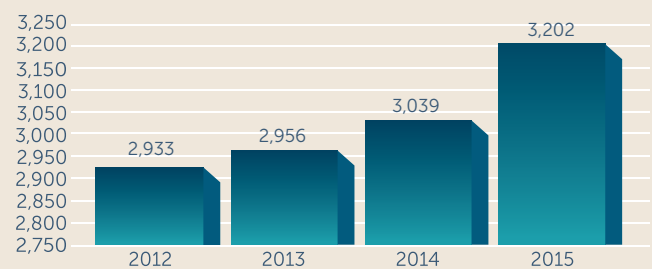


Inpatient admissions increased slightly in 2015, after declining in prior years. Outpatient services continue to grow dramatically as more care shifts to ambulatory settings.

ADMISSIONS

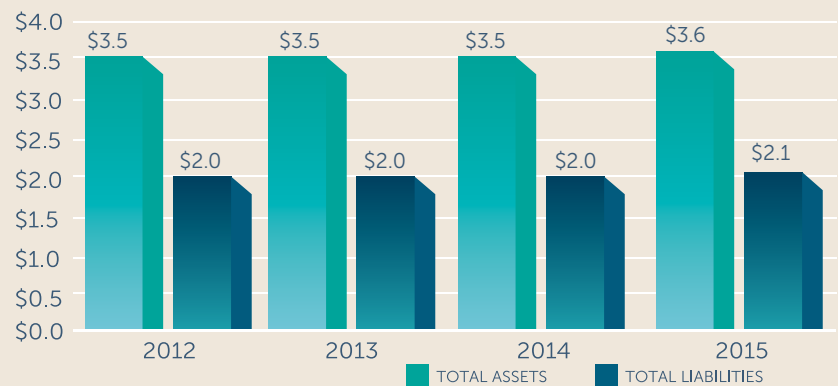


OUTPATIENT FACILITY VISITS (in thousands)



The System maintains a solid balance sheet. Total assets and liabilities grew from 2014 to 2015 by 2.7 % and 3.3%, respectively.

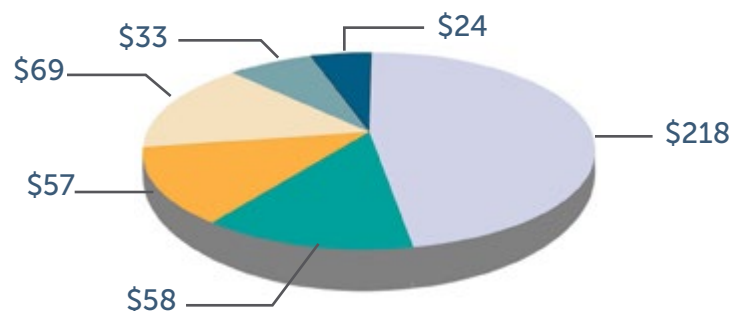
TOTAL ASSETS AND LIABILITIES



The System provided \$459 million total community benefit during 2015 including \$300 million of uncompensated medical care costs.








- Charity Care
- Unpaid Medicare, Medicaid, and other Public
- Bad Debt
- Research
- Health Professional Education
- Other

TOTAL 2015 COMMUNITY BENEFIT COST (IN MILLIONS)



2015 AWARDS AND RECOGNITION

In 2015, Henry Ford Health System was honored to receive recognition for high-quality care, innovation, and organizational excellence. This selection of awards represents the enthusiasm, dedication and pioneering spirit embraced throughout the System.

- “Best of the Best,” Metro Detroit’s 101 Best & Brightest Places to Work, Michigan Business & Professional Association 
- Health Alliance Plan (HAP), highest ranking in member satisfaction among commercial health plans in Michigan, J.D. Power & Associates 
- “50 Great Health Systems to Know 2015,” *Becker’s Healthcare* 
- 2015 Press Ganey Success Story Award®
- John C. Dingell Heroes for Babies Award, March of Dimes, Michigan Chapter
- Excellence in Race and Ethnicity Data Collection and Use for Quality Improvement, Commission to End Health Care Disparities
- #1 of Top 5 Hospitals and Health Systems, *DiversityInc* 
- Henry Ford Wyandotte Hospital, one of America’s Best 100 Hospitals, Healthgrades
- Henry Ford Hospital, Consumer Choice hospital, Detroit-Wayne County
- Equity of Care Award, American Hospital Association 
- Healthcare Equity Scholars Program, Challenge Award, Association of American Medical Colleges
- Leader in Lesbian, Gay, Bisexual, and Transgender (LGBT) Healthcare equality, Human Rights Campaign Foundation
- Henry Ford Wyandotte Hospital, Women’s Health Excellence Award, Healthgrades
- Women-Inspired Neighborhood (WIN) Network: Detroit, Program of Excellence, Hospital Charitable Services Awards
- Detroit Regional Infant Mortality Reduction Task Force, featured in national study of exemplary partnerships
- Family Medicine Resident Clinic/Community Health Worker pilot program, Clinical Innovations and Care Award, Association of American Medical Colleges
- Supply Chain Excellence Award, Premier Inc.
- Supplier Diversity Health Care Corporation of the Year, Michigan Minority Supplier Development Council
- Supplier Diversity Excellence Award, Great Lakes Women’s Business Council
- “The Best and Brightest Companies to Work For®,” National Association for Business Resources
- Henry Ford Macomb Hospital, Top 50 Cardiovascular Programs, Truven 
- Henry Ford Hospital Stroke and Neurovascular Disease Center, Get With The Guidelines® Stroke Gold Quality Achievement Award, American Heart Association/American Stroke Association
- Henry Ford Hospital dermatology residency program, ranked one of the top 10 residency programs in the Midwest, *Doximity/U.S. News & World Report*
- Henry Ford Hospital and Henry Ford Wyandotte Hospital, Most Connected Hospitals, *U.S. News & World Report*
- “Good Install” award, Epic
- “Most Wired” list, *Hospitals & Health Networks* 
- Fit-Friendly Worksite Platinum Award, American Heart Association
- Diamond level, Healthy Workplace Award, Governor’s Council on Physical Fitness, Health and Sports
- Seniors CONNECT for Health, Health Innovations Award, Michigan Department of Health and Human Services

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