



TRANSFORMING THE SCIENCE AND THE ART OF HEALTHCARE AND HEALING



A Snapshot of Henry Ford Health System

3 behavioral health hospitals

5 acute care hospitals

20+ retail pharmacies

200 care sites

1,500 Henry Ford Medical Group physicians

2,500 Private practice physicians

9,200 births

30,000 team members

100,000 surgical cases

113,000 discharges

172,000 urgent care/walk-in visits

275,000 home visits

650,000 Health Alliance Plan members

1.7 million prescriptions filled

3.2 million digital encounters

4.2 million outpatient visits



all for you



Henry Ford Health System Executive Leadership

Seated left to right

Sandra E. Pierce

Chair, Henry Ford Health System Board of Trustees

Wright L. Lassiter III

President and Chief Executive Officer, Henry Ford Health System

Standing left to right

Teresa L. Kline

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

William A. Conway, M.D.

Executive Vice President, Henry Ford Health System, and Chief Executive Officer, Henry Ford Medical Group

Robert G. Riney

President, Healthcare Operations; and Chief Operating Officer, Henry Ford Health System

John Popovich, Jr., M.D.

Executive Vice President and Chief Medical Officer, Henry Ford Health System, and President and Chief Executive Officer, Henry Ford Hospital.

Edward G. Chadwick

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

Dear Colleagues and Friends,

The title of our 2016 System Report – *Transforming the Science and the Art of Healthcare and Healing* – reflects the passion and dedication of the entire Henry Ford Health System team.

Transformation is also our imperative for the future through new technology, procedures and treatments that elevate health, healing and the art of patient care.

Also critical to our success is reducing the rising costs of healthcare through greater efficiency and optimal operations. As we look for ways to reduce costs, we are continuing our focus on quality, safety and service. Our customers, their family members and our communities expect and deserve the very best we can deliver.

Our pathway to transformation is bright as we pursue our new direction: True North. Our goal is to be your trusted partner in health, leading the nation in superior care and value – and to always be aware that our customers – patients, members, and their loved ones – are at the center of our universe.

To achieve True North, we must provide:

- The Safest Care & Best Outcomes
- An Exceptional Experience
- Compassionate, Committed People
- Affordable, Efficient Care

The year 2016 was filled with many bright spots that have served to illuminate the way for 2017 and beyond as we carry out our Mission: *To improve human life through excellence in the science and art of health care and healing.*

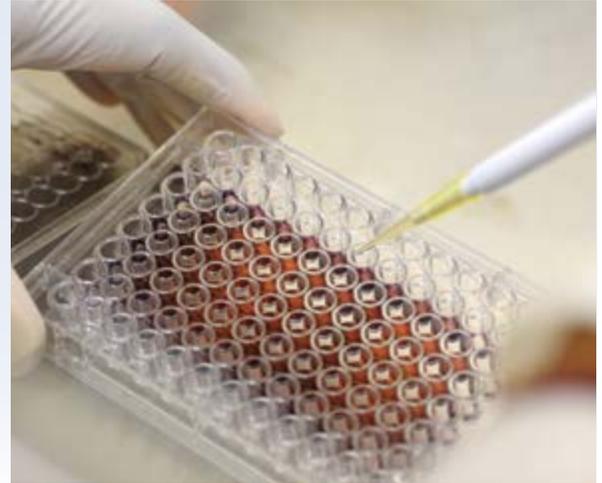
Highlights from 2016 include:

- **Expanding our Geographic Footprint** - The System expanded beyond our traditional market in southeastern Michigan with the newest addition to the Henry Ford family of Jackson-based Henry Ford Allegiance Health.
- **Leading a Consortium as Part of NIH Precision Medicine Initiative** - The National Institutes of Health announced that Henry Ford is leading a five-member research consortium to expand the geographic reach and diversity of the NIH Precision Medicine Initiative (PMI) Cohort Program. The PMI is a landmark research effort aimed at advancing personalized health care by studying how individual differences in lifestyle, environment and genetics influence a person's health and disease risk.
- **Celebrating Record Giving in 2016** - Henry Ford finished 2016 as the largest year of gift revenue in our health system's 101-year history. Also in 2016, the System received the largest individual gift in its history, given by Detroit businessman and philanthropist Mort Harris, in honor of his late wife Brigitte. This \$20 million gift is part of a \$40 million package from Mort Harris that will support the Henry Ford Cancer Institute.

continued...

- **Realizing a Successful and Historic Bond Transaction** – In 2016, the System successfully restructured all of its existing debt. The pricing of the system bonds set off a flood of orders totaling \$3.6 billion, with a final sale of \$1 billion in bonds. It was the largest healthcare tax exempt bond issue in Michigan in the last 25 years, and, likely the largest in the state’s history.

As you browse the 2016 Annual Report, we hope you enjoy meeting members of the Henry Ford team and a few of our patients while you discover where we are in our journey. We hope that you become as excited as we are, both as a System and as individuals, for the future of health care at Henry Ford.



Sincerely,

Sandra E. Pierce
Chair, Board of Trustees
Henry Ford Health System



Wright L. Lassiter III
President & Chief Executive Officer
Henry Ford Health System



COMPASSIONATE, COMMITTED PEOPLE

Compassionate, committed people at Henry Ford drive every facet of the organization, from inpatient care to culinary wellness to outpatient rehabilitation. Our employee population of more than 30,000 individuals reflects many different aspects of diversity.

- **33%** of employees **represent U.S. minorities** – greater cultural diversity than the U.S. population (www.census.gov/quickfacts)
- **77%** of our 30,000 employees **are women**.
- **29%** are **"Baby Boomers"**
33.5% represent **"Generation X"**
36.6% come from **"Generation Y"**



Highlights from 2016 include:

- Continued integration with Henry Ford Allegiance Health, including operational and cultural alignment. Transitioned Allegiance employees to key Human Resources systems including PeopleSoft and the Taleo talent tracking system.
- Significant improvement in employee and physician engagement scores.
- Launched a new, three-pronged approach to employee safety with special attention paid to workplace violence prevention.
- Introduced two additional Consumer-Driven Health Plans to reduce cost and add flexibility to benefit programs. Participation in consumer-driven plans stands at 22 percent of employees who elected benefits for 2017, up three percent from the prior year.



Bringing Passions to Life

Compassion can take on different forms. It can be shown by holding a patient's hand or listening to their concerns. Henry Ford Macomb Hospital nurse Michael Hayosh, R.N., went a step further, finding a unique way to care for 91-year-old patient Joe Gaglio.

Though Gaglio had family members nearby, no one was able to visit him. Despite this, he kept a positive attitude and warm demeanor.

"I spent a lot of time with Joe his first three days," Hayosh says. "He was so polite. He was always thanking me for this or that. I told him he was like my grandpa, so down to earth; a kind, gentle man."

During one of their conversations, Gaglio mentioned to Hayosh that he loved to play the piano, something he began at age 10. That sparked an idea in Hayosh's mind. He made arrangements to take Gaglio to the hospital lobby where a piano was available.



"Joe's eyes lit up when I asked him if he wanted to play," Hayosh says. "He played for 20 or 30 minutes and he was amazing. So many people stopped by to watch and listen. There was a lot of applause!"

Not only did this act of kindness and compassion bring purpose and joy to the patient's life, but it touched many of those who witnessed the performance. Gaglio passed away a few weeks later.

Hayosh received a Daisy Award nomination from a unit secretary for his actions. In the nomination she wrote: *"When sadness enters your life, it is wonderful to see kindness and a loving heart of someone...this person was Michael, R.N."*

For Hayosh, reconnecting Gaglio with his musical passion was a natural way for this nurse to care for the entire person, an aspect of patient care that remains essential in health and healing.





Henry Ford's Division Head for Nephrology, Jerry Yee, M.D., and Dietitian Holley Holloway, R.D., Henry Ford Greenfield Health System Dialysis, Troy, teamed up with admissions staff, nurses, physicians, and the Nephrology unit staff at Henry Ford Hospital to bring a young Michigan man in failing health home from Japan for recovery.

Compassion Crosses Oceans

Imagine the fear and helplessness when a young family member is on the other side of the world and slowly dying. In desperation, you reach out to someone at a facility near your home. You want hope.

This is the true story of a man who developed necrotizing fasciitis (also known as flesh-eating disease) from a tetanus shot. After arriving in Japan, an infection formed around the site of the shot. Doctors there attempted to treat the infection, but it continued to travel. First, his arm was amputated, then his shoulder and collarbone. He was placed on continuous dialysis.

"There is nothing we can do," the physicians told the family. "Come to Japan to say your goodbyes." In desperation, the young man's uncle went to Henry Ford's Greenfield Health System Dialysis in Troy where he met dietitian Holley Holloway, R.D.

"The uncle needed help to arrange for air transport with a dialysis machine so his nephew could come home," says

Holloway, who immediately contacted nephrologist

Hassan Fehmi, M.D., for guidance. Dr. Fehmi then reached out to the Division Head for Nephrology, Jerry Yee, M.D.

Working through interpreters – often in the middle of the night due to the time difference – Dr. Yee and his team navigated the Japanese health system to arrange for the man's discharge off dialysis. When the patient arrived, Dr. Yee and his team discovered that the man had recovered kidney function and no longer needed dialysis. The team at Henry Ford Hospital guided the patient back to health. For this patient, coordinated care was life saving.

"Everyone here did a great job – admissions staff, nurses, physicians, the Nephrology unit staff at Henry Ford Hospital – everyone," Dr. Yee says. "This is how it's supposed to go. He was from Michigan and the family wanted him back home. That's reason enough to help."

"There is nothing we can do," the physicians told the family. "Come to Japan to say your goodbyes."

EXCEPTIONAL EXPERIENCE

At Henry Ford, our goal is to offer exceptional care for every individual, whether it means saving a life, comforting a scared child, or being there for family members at the end of life. We'd like to share with you what our patients and their families have told us about their experiences.

Henry Ford Hospital

"The doctor who cared for my father took time to explain his condition in a caring and sensitive manner. She knew I was heart-broken that I could not be there for my father and she said, 'I will look after him as if he were my own father.' Words cannot express the gratitude I feel knowing he was cared for in this manner in the final hours of his life. I will always remember her words and take comfort in them. I am so thankful to the team of professionals who cared for my father."

Behavioral Health Services

"The doctor quickly put us at ease, responding within 60 seconds. He was able to text us through our emergency, providing direction, guidance and reassuring us that everything should be alright."

Henry Ford Medical Group

"My little one was very scared, but the technologist made an amazing effort to calm her. She was very caring and sweet. By the end of the test, my daughter was smiling, chatting with her and was happy. The technologist even printed a picture and gave it to my daughter, who promptly left it in the exam room. The technologist went above and beyond, and made the extra effort to mail the picture to us."

Community Care Services

"We always said Dad's hospice team members were angels with very large wings! No words could truly express how much it meant knowing that you and the entire team were there for us all. Thank you for the kindness and friendship you've shown to our family."

Henry Ford Macomb Hospital

"I have been a patient at the Henry Ford Macomb Hospital many times. I couldn't have had any better care in the world. From the staff who updated my information and checked me in, to the nurses and anesthesiologist, to the nurses and medical assistants that took care of me before and after my surgery. I felt like their only patient."

Henry Ford West Bloomfield

"Words are inadequate to express my feelings for your team, and yet they are all I have. Whether you had the courage to follow the science and the data as our doctors, or the compassion for an encouraging word to my family at the time we needed it, or the courage to tell us the truth that we needed to hear, or you simply did your job so well, or you joined my wife in praying for a miracle, we got a second chance at life, because of you."

Henry Ford Wyandotte Hospital

"The ER doctor's bedside manner was impeccable and his ability to explain what was going on calmed me and my fiancé so much. You made a HUGE difference to me. Thank you for taking the time to care. With a demeanor such as yours, I wish I could keep you as my primary care physician, but you are where you belong. In any sense of the word emergency, you are the face people need to see and I am grateful I got you."



HFHS Asks for Advice

Henry Ford gained almost 300 patient advisors in 2016. These volunteers help improve healthcare for current and future patients based on their own experiences as patients or family members. Most patient advisors volunteer one to four hours a month, through different volunteer options, such as advising on how the System can improve a new or existing program, service, policy, or process.

HAP Re-Think Program and Lean Training

The ReThink program was designed to build a culture of continuous improvement. All employees from “front-liners” to management will be trained in the ReThink Core Principles. In 2016, 183 individuals took the HAP 1 Day Lean Training Curriculum class. More than 50 A3s (a Lean tool) were submitted from various departments at HAP, documenting improvements that positively impacted quality, time, inventory, productivity and satisfaction.

Lobby Leader Learns American Sign Language

The Henry Ford experience begins the moment a patient or visitor enters the hospital doors. Cliff Warren, leader of Lobby Services at Henry Ford West Bloomfield Hospital, understands the importance of putting the customer at the center of care from the moment they step into the lobby.

“I think about how I would feel if I walked into our facility and I couldn’t communicate with anyone,” says Warren.

When he began to encounter patients and other customers at the hospital with hearing loss, he decided to learn American Sign Language. He said he is by no means an expert, but he knows enough to direct people and make polite conversation. His drive to learn sign language has changed the atmosphere in the lobby for people who are hearing impaired.

“It makes them feel good,” he says.

Warren is now teaching the entire lobby team to sign. Visitors who use sign language have encouraged and helped him become more proficient.

His efforts and enthusiasm for connecting with others are an example of how both clinical and non-clinical staff play a role in bringing a culture of caring to life at Henry Ford, and ensuring each customer has an exceptional experience. By serving on several hospital committees, including the CEO Task Force, Warren works with various departments to improve customer service and employee engagement.

Warren says he is determined to continue improving his sign language skills because he sees how it affects patients and visitors.

“Their faces light up,” he says. “They are so pleased I’m even making the attempt. They can see someone is putting in effort to communicate with them, in their language.”



By learning American Sign Language, Cliff Warren, leader, Lobby Services at Henry Ford West Bloomfield Hospital, puts hearing impaired patients and visitors at ease. He is now teaching the entire lobby team to sign.



Together with Cardiology department colleagues, cardiologist Sachin Parikh, M.D., participated in Henry Ford's Physician Communication and Peer Support program. One way Dr. Parikh provides an exceptional care experience is to take time before the exam to talk about how things are going.

Physicians Hone Communication Skills

In their eagerness to heal by finding answers to patients' medical issues, physicians sometimes focus on the diagnosis and lose sight of the more personal aspects of care communication.

"Too often as providers we lose that perspective," says Henry Kim, M.D., division head, Cardiology, Henry Ford Medical Group. "It comes down to making sure we are providing the care our patients deserve."

Dr. Kim was proud of the care experience his physicians provided but knew they could do better. He volunteered his team to be a pilot for a Physician Shadowing program offered by the Physician Communication and Peer Support Department.

The department, launched in early 2016, offers resources to help physicians enhance their communication skills in a learner-directed and customizable way. The goal is to improve the care experience for patients while increasing physician resilience.

The physician shadowing Dr. Kim's team participated in provides "elbow support" to physicians, in a real-time fashion. It is a quick primer on communication best practices and is individualized

for each physician. Confidential feedback allows providers to identify key behaviors that enhance the patient's perception of their quality of care and their care experience.

For Cardiology, the numbers speak for themselves. The team's Press Ganey scores increased by more than 20 percentile points in just two quarters. These scores have not been achieved by Cardiology in more than two years.

In 2016 Physician Communication and Peer Support hosted more than 65 classes, from the Physician Shadowing program to courses on how to have crucial conversations to simply how to read Press Ganey reports.

Dr. Kim and his team embraced the educational opportunity and are thrilled with the results. He says it reminded him that he is always "on stage."

"It's important to get feedback from patients," he says. "Patients are watching us – our behavior, our demeanor. We have to remember while this is just a normal day for us, a visit to our clinic can be life-changing for our patients."

SAFEST CARE & BEST OUTCOMES



The Journey to HRO

The next leap forward in quality is Henry Ford's journey to become a High Reliability Organization (HRO). A science and an outcome, HRO is frequently seen in the nuclear power, chemical manufacturing and aeronautical engineering fields. The System's goal is to reduce preventable errors to zero. Every day, clinical and administrative leaders come together for 15-minute safety huddles, making immediate adjustments that impact patient and employee lives.

Cyber and Network Security

By taking steps others are just considering, Henry Ford Information Technology and Clinical Engineering are proactively building cyber network security. The System re-aligned internally, moving its medical device experts in Clinical Engineering into the IT department. Henry Ford staff work closely with medical device manufacturers, helping secure and protect medical devices and understand user concerns. With so many new devices available, including implantable medical devices, cybersecurity is a priority for patient and employee security.

Employees 'Speak Up'

As a System, HFHS provided staff training and worked to create a culture where every employee feels compelled to "Speak Up" about safety concerns, or if something just doesn't seem right. Goals include eliminating fear of being wrong, conducting safety rounds, and making patient and employee safety an agenda item at every staff meeting.

Easing Radiation with Comparable Results

Continuously looking for ways to offer optimal cancer care for patients, a team of Henry Ford researchers discovered that patients with low-risk prostate cancer may reap the same benefits from a shorter course of radiation therapy. Treatment time is reduced by about three weeks, with outcomes and quality of life the same as a longer course of therapy.



Henry Ford 2016 Quality and Safety Achievements included:

- Reached overall goal for reducing hospital acquired conditions, a composite score of 4.8, improved from 6.2.
- Reduced catheter-related blood stream infections by nearly 40 percent.
- Reduced hospital-acquired urinary infections by 28 percent.
- Reduced overall mortality from 1.6 to 1.4 percent, better than national averages.
- Reduced post-operative blood clot complications by 17 percent.
- Reduced system readmissions from 17 to 15.7 percent, an 8 percent improvement.
- Achieved ambulatory quality measures among the best in the nation for patients with controlled blood pressure – nearly 78 percent.
- Henry Ford Hospital achieved recognition from The Joint Commission as a Comprehensive Stroke Center
- Measure Up, Pressure Down initiative saw 75 percent of hypertensive patients' blood pressure under control compared to the national average of 50 percent.

Robots: The Latest Tools in the War Against Infection

Preventing hospital-acquired infections is a top priority at hospitals across the country. Henry Ford Health System has taken a different approach in tackling this challenge by bringing robots to the front lines.

Xenex Light Strike™ Germ-Zapping Robots™ are deployed daily at Henry Ford, Henry Ford West Bloomfield, Henry Ford Macomb and Henry Ford Wyandotte hospitals to help stop the spread of hospital-acquired infections by destroying the organisms that cause them. The robots emit powerful pulsed xenon ultraviolet (UV) light more intense than sunlight, which quickly destroys infection-causing bacteria, viruses and superbugs.

"Henry Ford Macomb Hospital was the beta site with one older version of the robot," says Julie Carrigan, director of Support Services, Henry Ford Macomb Hospital, and chair of the multidisciplinary HFHS Environmental Services Operations Team.

"It proved to be very beneficial and had System-wide applications. These machines offer an extra level of sanitization, especially in areas like operating rooms, intensive care units and isolation rooms, where particularly vulnerable patients are treated," she says.

Once humans have finished cleaning the room, the work of the robot begins. The robots run in five to 15-minute cycles depending on the size of the room. They work day and night providing an extra layer of protection by destroying hard-to-kill germs in hard-to-reach places; disinfecting 99.9 percent of dangerous contaminants.

There are currently 13 robots in use throughout the System, which is among the first in the state to utilize the bacteria blasters.



Henry Ford Macomb Hospital employees Carey Stone, Environmental Services (left), with Violet, and Laure Grottopp, Laboratory Services, with Zappy, won the hospital's "Name the Robot Contest." Violet and Zappy are just two of 13 Henry Ford robots that disinfect hard-to-reach places, making the environment safer for all patients, especially those who are vulnerable to infection.

Starting Young LGBTQ Patients on a Path to Healthier Outcomes



The Youthville Health Center staff, from left: Maureen Connolly, M.D., associate medical director; Matthew Claerhout, R.N.; Yolanda Barner, clinic service representative; Terrell Campbell, medical assistant; and Angela Murphy, R.N., and Transgender Care coordinator. Not shown are Jennifer Miller-Allgeier, nurse practitioner, clinic director and provider; and Vanessa Jackson, clinical therapist.

Early detection and careful monitoring of health concerns are essential to healthy outcomes. Too often, lesbian, gay, bisexual, transgender and questioning or queer (LGBTQ) patients rarely see a doctor for check-ups, preventative care, or illness. In both the short and long term, lack of regular, quality medical care means health problems go undetected, and chronic conditions worsen, potentially leading to health crises.

Removing barriers to care, particularly for LGBTQ individuals, has become a focus for Maureen Connolly, M.D., associate medical director of the School-Based & Community Health Program, Department of Pediatrics, Health Disparities Research Collaborative, Department of Public Health Sciences, Henry Ford Health System.

Dr. Connolly knows the many challenges preventing her patients from receiving medical care. She sees LGBTQ patients at the Youthville Health Center in Detroit, and patients 12-30 years of age at the Ruth Ellis Health and Wellness Center, an LGBTQ youth drop-in center in Highland Park. By providing a safe, accepting environment for young patients, Dr. Connolly and Henry Ford aim to start them on a lifelong path to good health, where seeing a doctor for illness, injury, and preventive care isn't something to avoid or fear.

"The work we do and the services we provide through the School-Based & Community Health Program are vital to these young people," says Dr. Connolly. "This program specializes in creating clinical space in non-traditional environments. It's a customized approach that allows us to meet patients where they are. In doing so, we are able to help them feel comfortable, safe and affirmed when receiving care at both of these unique locations," says Dr. Connolly.

Asking these patients to seek medical care in traditional clinical environments, like hospitals or outpatient clinics, is like asking them to go to the moon, especially for her transgender patients. Going past the security guard, walking into a clinic, sitting in a waiting room, being met with confusion or possibly disgust can all be traumatic experiences. Even getting on the bus to go for an appointment can be a dangerous proposition; she's had several patients report being threatened by fellow riders.

At the Youthville Health Center and the Ruth Ellis Health and Wellness Center, care is provided in a community-based setting where all are welcome and all are affirmed. In addition to standard check-ups, specialized services of importance to her patients also are available. But most importantly, Dr. Connolly and the staff offer genuine joy at their presence and a celebration of who they are and all they have overcome.

AFFORDABLE, EFFICIENT CARE



At Henry Ford, we are dedicated to offering all patients leading-edge medical care and meeting the challenge of making it affordable. As a System, we examine our processes to make them as efficient as possible and look for innovative ways to add value to the organization. Our aim is to offer our patients the most advanced treatment options available, and to position Henry Ford so that it can manage the cost of care now and in the future.

Your Lab Results are In

One of the largest networks of integrated laboratories in the United States, Henry Ford produces more than 30 million diagnostic reports each year. An innovative system now in place at Henry Ford Hospital operates similar to an assembly line using bar coding and automated transporting technology. Modern equipment at the System's 12 other lab locations enhances operations so lab results are received quickly, often the same day, and with the highest degree of accuracy.

Substantial Savings through Steady Supplies

Collaboration between Henry Ford and Cardinal Health, the System's medical supply partner, are saving Henry Ford \$50,000 every month and exceeding target numbers by more than 20 percent. A large part of the savings comes from a simple two-bin medical supply replenishment system. Henry Ford staff simply moves one of two bins, when it becomes empty, to the top of the supply closet rack and pulls a second, full bin forward. Cardinal Health staff scans the bar code on the empty bin to re-order and quickly replenishes the item. By updating and consolidating technology, more than 27,500 items, from surgical gloves to syringes, have been converted to the two-bin system.

Virtual Encounters

In 2016, virtual encounters saved Henry Ford patients 47,970 miles (60 days of drive time), and saved providers 13,321 miles (20 days of drive time). The System conducted more than 3,200 virtual patient encounters with 30 specialists. These encounters included virtual inpatient consults, outpatient visits/consults, and emergency department consults at one of the 25 locations equipped with real time audio/video, as well as the use of secure MyChart messaging for eVisits and virtual post-operative visits. (See more about virtual encounters on page 16.)



Accountable Care Organizations

Henry Ford Health System has two separate Accountable Care Organizations (ACOs). The Henry Ford Accountable Care Organization (HFACO) began administering the Next Generation ACO model in 2016 and is currently caring for more than 26,000 beneficiaries. Henry Ford Allegiance Health is participating in the Medicare Shared Saving Plan model and is caring for 15,000 enrollees. (See page 13.)

Leveraging Epic

- **Reimbursement Gains** - By redesigning its central authorization process in Epic, the System's electronic medical records Henry Ford significantly increased the number of procedures that received required "prior authorization" by insurers in advance. Patients arrive for appointments with no surprises, and the System reduced the number procedures that were uncompensated due to lack of prior authorization by 40 percent.
- **Identifying Groups for Improved Care** - Henry Ford also leveraged Epic's Healthy Planet application to create 28 registry groups, identifying patients by disease process, location, or participation in an accountable care organization. This allows greater targeted, evidence-based care and improves physician-patient communication.



By successfully restructuring all of its existing debt, Henry Ford is expected to gain more than \$125 million in present value savings and a reduction of more than \$10 million in annual interest expense. This historic move enables the System to invest back in programs and facilities for the benefit of patients and communities. Henry Ford Medical Center – Taylor physician Robert Vaidya, D.O., cares for patients in the Downriver community, where about 22 percent of the population lives below the poverty line.

Historic Debt Restructuring Saves Millions

In a historic transaction, Henry Ford Health System will realize more than \$125 million in savings from a successful restructuring all of its existing debt. This momentous action marked the largest healthcare tax exempt bond issue in Michigan in the last 25 years, and, likely the largest in the state's history.

Here's how it happened: Henry Ford sold roughly \$1 billion in bonds in order to buy back older bonds that had higher interest rates. The bond issue was used to refinance Henry Ford's existing debt, including the debt from its newest member, Henry Ford Allegiance Health, and did not include any "new money" financing.

"Not only is this a huge validation of the success Henry Ford has earned with its most recent growth initiatives and improvements

to operating performance, it's also a wonderful display of trust in our future to serve the people of southeast Michigan," says Edward Chadwick, executive vice president & chief financial officer, Henry Ford Health System.

Just prior to the bond issue, Standard & Poor's upgraded Henry Ford's bond rating to "A" with stable outlook, and Moody's maintained the System's "A3" rating, upgrading the outlook from stable to positive.

"This refinancing creates huge economic value for the organization and will allow us to invest back in programs and facilities that will help us better serve our communities," says Wright Lassiter III, president and CEO, Henry Ford Health System.

Accelerating Delivery of Care

Henry Ford's newly created Accountable Care Organization (HFACO) is bringing enhanced care options to its 26,000+ Traditional Medicare patients, along with new innovative programs that accelerate the delivery of the most appropriate care to these patients. These additional benefits and programs reduce Emergency Department observation and hospital admissions and, most importantly, keep patients healthier and in their homes.

The HFACO structure is built to achieve clinical integration of care. The focus is on communication between member physicians and hospitals to ensure that patients, especially those with chronic conditions, get the right care at the right time while avoiding unnecessary duplication of services and preventing medical errors.

For 30 years registered nurse Dona Lemieux has built a career helping patients. Lemieux is a key member of the HFACO team. She manages the Emergency Disposition Support and Post-acute Care-Surveillance programs.

"One of the most rewarding things I have witnessed through my involvement with the HFACO and these two innovative programs is the dedication expressed by primary care physicians and Emergency Department physicians to achieve quality outcomes for their patients. These physicians are highly engaged in their

patient's care plan," says Lemieux.

Emergency Disposition Support (EDS)

The goal of the EDS program is to re-route HFACO patients who come to the Emergency Department to care settings that are more appropriate and less costly. The program is only for patients who do not actually need emergency services and provides outpatient resources facilitated by an onsite EDS navigator.

"Instead of an emergency visit, we can help arrange a paramedic home visit, provide assistance in scheduling a primary care appointment, or help them get a blood pressure cuff to monitor blood pressure at home, for example," says Lemieux.

Post-acute Care-Surveillance (PAC-S)

The PAC-S program serves HFACO members and HAP Medicare Advantage patients.

"We closely monitor and track patients who enter a skilled nursing facility either from home or another facility, and keep the patient's primary care physician involved and informed of the patient's status," says Lemieux. "This is a monumental closure of a gap that can lead to longer lengths of stay and a disconnection between the patient and primary care physician."



Through the innovative EDS program, Post-Acute Care Surveillance Manager Dona Lemieux, R.N., meets with Jessica Belasco, emergency disposition support navigator, in the Henry Ford West Bloomfield Hospital Emergency Department to arrange less costly outpatient care for ER patients who do not actually need emergency services.

GROWTH

Incredible technology and clinical innovation, combined with an aging population, have propelled the nation into one of the fastest periods of growth in the history of healthcare. According to the U.S. Bureau of Labor Statistics, the healthcare industry will grow faster and add more jobs between 2014 and 2024 than any other sector. Henry Ford is embracing change, expanding clinically, virtually and structurally, and investing in a bright and healthy future for its patients, communities and employees.



Henry Ford Health System serviced more than **1.5 million lives** and added more than **118,000 new patients** in 2016.

- **Brigitte Harris Cancer Pavilion**

Henry Ford made significant planning and design progress for the Brigitte Harris Cancer Pavilion, part of the Henry Ford Cancer Institute. A \$20 million gift from Mort Harris is part of an even larger, \$40 million gift from Harris that also supports three specific program areas: pancreatic cancer, brain cancer and precision medicine. (See related article on page 18.) The building will be located across from Henry Ford Hospital, and is scheduled for completion in spring 2019. A destination for outpatient cancer treatment, precision medicine, clinical trials, and enhanced support services for cancer patients, the five-story facility will anchor Henry Ford Hospital's South Campus expansion project.

- **Henry Ford Macomb Hospital Expands**

Henry Ford Macomb Hospital began Phase II of a Surgical, Radiology and Cardiology expansion, which includes eight replacement operating rooms, doubling the space available for the hospital's surgical teams and enhanced technology. This expansion will enable patients to stay close to home for most of their care. In addition, new interventional radiology rooms include two state-of-the-art fluoroscopy suites, neuro interventional capability, and access to the new operating room suite, which can also accommodate certain interventional radiology procedures.



- **Henry Ford OptimEyes**

Henry Ford OptimEyes expanded by relocating its Roseville, Michigan location to a new Super Vision Center in nearby Clinton Township, and moving its Fort Gratiot location into a new facility in the Port Huron, Michigan area.



- **Henry Ford Medical Center - Richmond**

A new, 17,000-square-foot Henry Ford Medical Center in Richmond was under construction in 2016 for opening in spring 2017. The new center replaces a smaller building and offers additional services, including a walk-in clinic, cardiac rehabilitation, expanded radiology services (CT and ultrasound), specialty physicians and community health education.





Since the merger between Henry Ford Health System and Allegiance Health became official on April 1, 2016, the partnership has enhanced Allegiance's ongoing efforts to provide more specialty care options and has spurred new construction, programs and increased access to high-demand services as part of the \$300 million financial commitment to the Jackson community and surrounding areas. Significant first-year highlights include:

- Starting construction on a new three-story, 59,000 square-foot patient tower being built above the Henry Ford Allegiance Heart & Vascular Center. The addition of these 66 new private rooms is scheduled for completion in 2018.
- Adding more than 44 new physicians and Advanced Practice Providers to increase access to primary care, specialty care and new services, which include dermatology, cosmetic and reconstructive plastic surgery, and obstetrics/gynecology.
- Breaking ground on the two-story Center for Health Innovation & Education – a regional training center for health care professionals that will include leading-edge technology, such as a simulation lab designed to look and feel like real inpatient and outpatient settings.
- Opening Henry Ford Allegiance Family Medicine – Brooklyn, which provides medical care, imaging and laboratory services to patients in the eastern Allegiance market.



- HAP gained 64,600 new group and individual members in 2016.
- On Feb. 1, 2016, Health Alliance Plan (HAP) officially completed a merger with HealthPlus, a Flint-based HMO. Through this merger, HAP gained membership, increased capacity to partner with high-quality health care providers and broadened its geographic footprint by expanding into seven additional counties – Saginaw, Tuscola, Huron, Bay, Arenac, Jackson and Iosco.
- In October 2016, HAP became the first health plan in Michigan to contract with ProgenyHealth, the market leader in evidence-based neonatal intensive care unit (NICU) case management. All HAP-contracted hospitals with special care nurseries and NICUs are participating in this program. ProgenyHealth has worked with more than 1,000 hospitals and 6,000 providers across the country, has successfully managed thousands of NICU infants and delivered positive results to its health plan partners.

'Epic' Growth

- At the end of 2015, 4.8 million Henry Ford patient medical records were being securely exchanged using the Epic electronic medical record system. By the end of 2016, that number ballooned to 7.4 million. Health care providers across all 50 states can now access important health data for Henry Ford patients. This provides clinicians with potentially life saving information from care delivered by external organizations that without Epic, would not be available.
- Henry Ford connected 17 private physician practices, and trained 33 providers and 134 staff members, in Epic in 2016. These practices now have streamlined access to patient data, and can access records for their patients who are seen or admitted at HFHS hospitals and facilities. Visibility of medical information is more efficient for the provider and more convenient for the patient, and offers a more satisfying and effective care experience for patients and their loved ones.

Networking Advantages

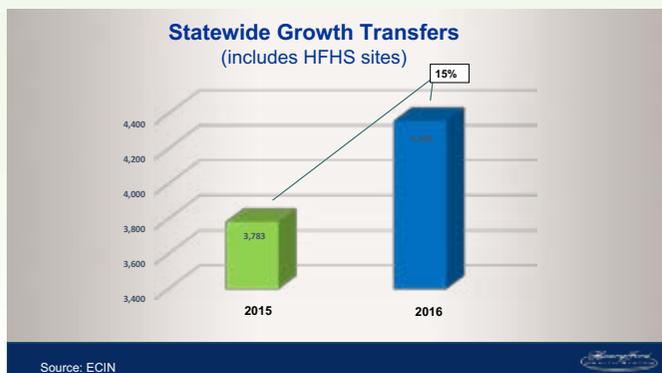
- By joining Affirmant Health Partners, Henry Ford became part of a "super" clinically integrated Michigan network. Members share best practices, infrastructure development and spread financial risk. Working together, members improve quality and coordination of care and advance health care value by optimizing quality, cost and clinical outcomes. Affirmant includes 33 hospitals and more than 6,000 employed and independent physicians in 46 Michigan counties.



- The Jackson Health Network (representing 300 physicians) and the Henry Ford Physician Network (comprised of more than 1,900 physicians throughout southeast Michigan) are collaborating on ways to improve patient care System-wide. These networks bring together providers to share best practices and clinical objectives and offer employers an attractive narrow network of providers for a more affordable healthcare option.

Patient Transfer Growth

Henry Ford Hospital and Henry Ford Medical Group have continued to realize strong growth in hospital-to-hospital patient transfers. Statewide growth transfers increased 15 percent in 2016, and transfers greater than 50 miles increased by 22 percent. In addition, external referring physicians generated 48 percent more outpatient appointments.



Virtual Encounters

Secure online technology connects Henry Ford patients and their physicians wherever they are, reducing travel, increasing convenience and enabling more patients to stay in close touch with their physicians. Between 2015 and 2016:

- Outpatient real-time audio-video patient encounters increased by more than 10,000 percent.
- Inpatient real-time audio-video patient encounters increased by 723 percent.
- E-Visits, online visits using secure MyChart messaging, grew by 60 percent.
- eHome Care/Remote Monitoring increased by 16 percent.
- Virtual post-operative follow-ups, using secure MyChart messaging and questionnaires, were launched in 2016 and in the first eight months of operation, 43 visits were conducted.

Henry Ford Transplant Institute App

In its second year, the Henry Ford Transplant Institute Smart Phone and iPad App, designed to connect referring physicians and their staffs to HFHS transplant experts, resulted in 113 referrals and 118 consults/work ups at the Henry Ford Transplant Institute, and 15 patients placed on the national organ transplant waiting list. To date, five transplants have been generated through the app.



Growing through Advertising

The System initiated the "All For You" brand advertising campaign to reflect the unique experience, expectations and diversity of each patient. The new brand platform includes digital media, television, radio and outdoor billboards to emphasize that at Henry Ford, patients' health care experiences are as unique as they are.



Pharmacy Growth

Community Care Services continued to expand Henry Ford's pharmacy distribution network, adding 52 additional contract pharmacies and increasing 340b pharmaceutical cost savings for the System. A careful analysis of historic and future pharmacy growth led to the decision to move Pharmacy Advantage operations to a new, 25,000-square-foot facility in Rochester Hills.



Henry Ford Wyandotte Hospital Services

Henry Ford Wyandotte Hospital opened an Oncology Clinic and Infusion Center in 2016. In its first four months of operation, Oncology Clinic patient volumes doubled from month to month and the clinic exceeded its overall target for new patients. In its first two months of operation, 165 patients received chemotherapy and non-oncology infusions in the Infusion Center.

In addition, the Hospital's Emergency Department underwent a care redesign and a number of renovations.



Centers of Excellence Growth

Centers of Excellence demonstrated increases in targeted services in 2016. Transplantation volume increased by 12 percent, and Neurosciences increased the number of stroke care patients at Henry Ford Hospital by almost 16 percent. Additionally, Structural Heart developed an additional program of left atrial appendage closure totaling 76 new cases.

Henry Ford West Bloomfield Hospital Growth

In 2016, Henry Ford West Bloomfield Hospital began offering elective PCI (percutaneous coronary intervention), a non-surgical procedure used to open narrowed arteries that supply the heart muscle with blood. In addition, the hospital opened a multidisciplinary breast center; rolled out robot-assisted joint replacement (MAKO); achieved Trauma Level III provisional designation; and rejuvenated the bariatric surgery program in conjunction with Metabolic Health & Lifestyle Medicine. Attendance for healthy classes in the Demonstration Kitchen grew by 250 percent compared to 2015.

Women's Heart Center

Henry Ford Hospital opened a new Women's Heart Center at Henry Ford Hospital, focused on providing specialized care and support for women with heart disease or cardiovascular risk factors. Services include a "Bod Pod" evaluation for detailed body composition analysis; treadmill stress test and exercise prescription; nutrition counseling; and an implementation plan.

Technology Growth in Macomb

Henry Ford Macomb Hospital completed the first year of operation for a \$3.5 million TrueBeam Linear Accelerator at the Hospital's Cancer Center, enhancing treatment offerings, especially for brain and spine tumors.

Henry Ford Medical Group Highlights

- Walk-in Clinics grew 27 percent over 2015 with standardized business hours across all five locations.
- Pediatrics grew 11 percent in 2016 and added a new clinic in Troy, Michigan, bringing the number of pediatric sites to 13. The Henry Ford Medical Group's Center for Autism and Developmental Disabilities added a third site in Hamtramck, Michigan, to meet growing needs. A school-based health center opened in Mt. Clemens, Michigan, bringing the total of school-based health centers to 14.
- The Center for Integrative Medicine (CIM) expanded to a third location at Henry Ford's Quick Care Clinic, and began to offer acupuncture at Henry Ford Hospital in Detroit. CIM opened a retail store at two locations, and started an online store. Dr. Eleanor Walker was named CIM's Medical Director.

DEVELOPMENT

Henry Ford received outstanding support in 2016 with more than \$61 million in production revenue and \$40 million in cash donations – the largest gift revenue in the health system’s 101-year history. More than 16,000 generous donors helped make this a record year, giving the System the ability to care for more patients than ever before.

\$63.4 million in gift commitments (**184%** year-over-year growth)

\$40.6 million cash revenue (**72%** year-over-year growth)

13,518 total donors

3,849 first-time donors

52.8% donor renewal rate, exceeding the national average of **46%**

\$2.8 million endowed revenue raised

165 grant proposals submitted, **74%** accepted, exceeding the industry standard of **25%** acceptance

\$7.4 million planned gift commitments

Mort Harris Donates \$20 Million to Henry Ford for Cancer Building Project

In 2016 Detroit businessman and philanthropist Mort Harris gave Henry Ford Health System the largest individual gift in its 101-year history to facilitate cancer clinical care and research, in honor of his late wife Brigitte Harris.

The \$20 million gift is part of a \$40 million package from Harris that supports Henry Ford’s new Detroit cancer building project, along with three specific program areas: pancreatic cancer, brain cancer and precision



medicine.

The combined gift of \$40 million will name the new building the Brigitte Harris Cancer Pavilion, part of the Henry Ford Cancer Institute. The building will be a destination for ambulatory cancer treatment, precision medicine, clinical trials, and enhanced support services for cancer patients. The facility will honor the life and legacy of Brigitte Harris.

“I was Brigitte’s caregiver for 21 months while she was sick,” says Harris. “This was an intimate position to observe the suffering this awful disease caused her, and I felt the pain that pancreatic cancer

causes its victims and their families. I don’t want any other families to have to go through that. I have to do this for her and for them.”

The Brigitte Harris Cancer Pavilion is part of a 300-acre expansion and neighborhood revitalization and development initiative, located across from Henry Ford Hospital. The new cancer facility will anchor Henry Ford Hospital’s South Campus expansion project.

“Mort’s gift is invaluable to continuing Henry Ford’s 101-year tradition of clinical innovation,” says Wright Lassiter III, president and CEO, Henry Ford Health System. “The Brigitte Harris Cancer Pavilion is key to our next century, impacting not only cancer patients, but serving as an emblematic monument of the rebirth and resurgence of Detroit.”



Mort Harris fields questions from reporters at a press conference announcing his \$20 million gift to Henry Ford Health System. Made in honor of his late wife Brigitte Harris, Harris’ donation is the largest individual gift the System has ever received. It is part of a \$40 million package from Harris that will support the Henry Ford Cancer Institute.

A Visionary Influence



Carolyn Barth, Ph.D., with her mentor and friend, Philip Hessburg, M.D. Barth's generous bequest established the Philip C. Hessburg Endowed Lectureship: Progress in the Eradication of Blindness, to further research at the Detroit Institute of Ophthalmology (DIO).

For more than 50 years, Philip Hessburg, M.D., has been Carolyn Barth's mentor, colleague, and friend.

Together, the pair would pioneer the study of lymphocytes in the human body, as well as a specific bacteria's role in causing uveitis, an inflammation of the eye, publishing their research findings on uveitis in 1982. Dr. Hessburg would encourage Barth to get her Ph.D., even when she said she didn't think she could do it. "He motivated me to try my best at whatever it seemed like I was supposed to do at that moment," says Barth.

To honor Dr. Hessburg's contributions to the field of ophthalmology and to her life, Barth gave a generous bequest in 2016 to establish the Philip C. Hessburg Endowed Lectureship: Progress in the Eradication of Blindness, to further research at the Detroit Institute of Ophthalmology (DIO).

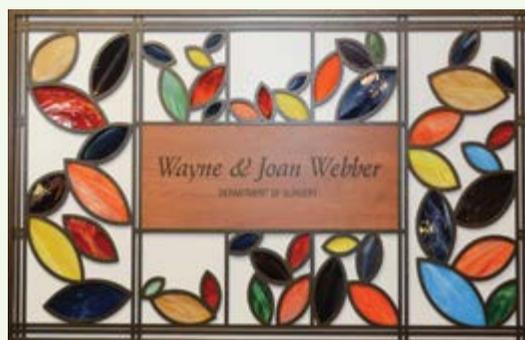
Dr. Hessburg founded the DIO in 1972, which focuses on programs related to ophthalmic education, research, and aid to the visually impaired. He retired in December 2005 from active ophthalmic practice, but remains involved with the DIO, including helping host EyesOn Design, a highly acclaimed annual car show, which is an international celebration of automobile design.

Barth began work at Henry Ford Hospital in 1960 as chief technologist of Hematopathology. After receiving her doctorate in 1974, she became supervisor of Immunopathology, followed by a promotion to operations manager in the Department of Pathology.

"He wouldn't motivate you to do anything he wouldn't do himself," Barth says. "Dr. Hessburg helped me grow not only at work but also at life, whatever came up. He is a visionary. That influences me to strive to be better."

Gift Expands Surgical Services

Henry Ford Macomb Hospital received a \$4 million gift from Macomb County residents Wayne and Joan Webber to expand the hospital's surgical services and newly created Wayne and Joan Webber Department of Surgery.



COMMUNITY



Henry Ford Health System considers itself an integral part of the communities it serves. For example, Henry Ford has contributed to major changes in the areas surrounding its Detroit campus. Often working in partnership with other community organizations, employees are dedicated to serving the community, donating their time and energy to support valuable programs and projects:

- South of the Boulevard projects gained momentum in 2016 with groundbreakings scheduled for 2017: Central Laundry, mixed income housing, and Holden Block, a multi-tenant commercial rehabilitation.
- Generating more than \$1.7 billion of annual economic stimulus, Henry Ford is one of Midtown Detroit's major anchor institutions.
- Henry Ford West Bloomfield Hospital partners with more than 40 organizations in Oakland County. In 2016, the hospital sponsored the Health Occupation Students of America program with West Bloomfield High School. In addition, a medical mentorship program, now in its 16th year, brought advanced science students to the hospital to learn from physicians. Another program trains employees to identify and respond to domestic violence.



- Henry Ford established a Family and Caregiver Resource program to connect caregivers with support, information and services in their communities, helping them care for loved ones.
- The System was part of district planning for the economic development leading to "Third and Grand" in New Center, a mixed-use resident/commercial building expected to bring 231 apartments and 20,000 feet in retail space to the parking lot formerly owned by Henry Ford at West Grand Blvd. and Third Ave.

- Henry Ford Macomb Hospital is an active partner and sponsor of Operation Rx, a community collaborative that focuses on solving the epidemic of deaths due to misuse of prescription opiate painkillers. Main priorities are education for health professionals and the community on proper use of prescription opiates; distribution of Narcan, an opiate overdose antidote, to law enforcement agencies; and partnering with social service agencies to provide direct referrals to drug treatment from the hospital's ER.
- In 2016, the System partnered, sponsored and supported economic development and revitalization projects along the Woodward Corridor, including the QLINE and new retail developments in and around the Woodward Ave. and West Grand Blvd. area.
- Henry Ford Wyandotte Hospital hosted an Elected Officials Summit in 2016, bringing together government officials from the Downriver area for a discussion about community priorities. Participants, including federal, state and local elected officials, heard a key note address from U.S. Congresswoman Debbie Dingell. Topics of discussion included partnering to address opioid abuse, drug abuse education, doctor mapping, affordability of seniors' prescriptions and medical appointment transportation for those in need.



WIN Network: Detroit makes Lasting Impact on Infant Mortality

In Detroit, the infant mortality rate is more than twice the national average.

When Leola Stafford learned she was going to be a new mom, she knew exactly where to find support for her pregnancy – the Women Inspired Neighborhood Network: Detroit (WIN Network) – which she learned about from her older sister.

WIN Network: Detroit is dedicated to improving infant mortality rates for African-American families in Detroit. In 2016, it became the first program in the country to pilot an enhanced model of group prenatal care that leverages the expertise and experience of certified nurse midwives with community health workers (CHWs) as co-facilitators.

For Leola “getting together with the other girls my age and older” who were going through the same experience at the prenatal group sessions was vital to her healthy pregnancy. Her son, Tristan, was born in September 2016 after a full-term pregnancy, weighing in at seven pounds, 12 ounces.

As a young teenager, Leola became familiar with WIN by listening in when CHW Felicia Lane – affectionately called “Granny Lane” – visited Leola’s older sister, Destanee. “I would encourage others to join without hesitation,” says Destanee, whose son, Dajaun, is now five years old.

CHWs help patients navigate social barriers related to housing, transportation and basic food needs and conduct home visits through the babies’ first birthdays.

Currently, there are 70 pregnant women actively enrolled in enhanced group prenatal care at Henry Ford Medical Center – New Center One; five groups have delivered healthy babies. The 47 babies delivered so far had an average birth weight of 6.98 pounds, average gestational age of 38 weeks and 100 percent breastfeeding initiation rate.



Leola Stafford, holding son Tristan after delivery, is surrounded by family and supporters from WIN Network: Detroit. From left are sister Destanee Taylor; Kimberlydawn Wisdom, M.D., M.S.; Stafford’s nephew Allante Gray; brother Andre Pitts; Community Health Worker Felicia Lane; and nephew DaJuan Gray.

Part of the Detroit Regional Infant Mortality Reduction Task Force chaired by Kimberlydawn Wisdom, M.D., M.S., senior vice president of community health and equity, Henry Ford Health System, the WIN Network: Detroit has received more than \$3.7 million of grant funding since its inception in 2011.

Initial funding came from Robert Wood Johnson Foundation, The Kresge Foundation, PNC Bank Foundation, March of Dimes and the four Detroit-based anchor healthcare systems of the Task Force. Current funding is from W.K. Kellogg Foundation, The Jewish Fund, Michigan Health Endowment Fund, Henry Ford Health System, and the Gail & Lois Warden Endowment on Multicultural Health. Find out more at <http://www.winnetworkdetroit.org>.



HFHS leaders, left to right, Denise Fair, Johnathan Leonard, Meagan Dunn, and Gayle Brown volunteer at Forgotten Harvest as part of their Henry Ford University Leadership Academy experience.

Learning to Lead by Serving Others

...repacking enough fresh vegetables and meat into family size portions to feed 400 people during a two-hour volunteer shift at Forgotten Harvest.

...serving up both food and conversation at Brightmoor Christian Church's Elevate Detroit community BBQ outdoor event for the homeless at a Temple Street park.

These are two of the community service projects that nearly 50 Henry Ford Health System leaders from across the organization, divided into six teams, took part in as part of the 2016-2017 Henry Ford University Leadership Academy curriculum.

The Leadership Academy is open to System leaders who are on a succession path for senior leadership positions.

"These projects are truly putting our values into action and demonstrating our commitment to the communities we serve," says Cynthia Zito, leadership consultant,

Organizational and Human Resources Development, Henry Ford Health System, who manages the Leadership Academy.



"At the same time, it gives these leaders an opportunity to experience team dynamics and gain insights to enhance their leadership capabilities" says Zito.

Other community service projects completed by Leadership Academy participants include:

- Building, moving and packing 750 food boxes at Focus: Hope.
- Organizing three stock rooms filled with donated items ranging from tooth brushes to winter coats at the Coalition on Temporary Shelter (COTS). "As a team, we had to find chemistry and a connection to achieve a common goal," said one team member.
- Along with volunteers from other organizations, packaged 44,170 pounds of food and sorted 900 bags of apples at Gleaners Community Food Bank.
- Volunteering at three holiday parties for seniors who benefit from PACE Southeastern Michigan – a Program of All-Inclusive Care for the Elderly – which focuses on keeping seniors with challenging healthcare conditions in their homes by caring for their medical, physical and social needs. PACE is a non-profit organization co-owned by Henry Ford and Presbyterian Villages of Michigan.

EDUCATION & RESEARCH

Medical Education

Henry Ford Health System has one of the largest medical education enterprises in the United States. The System sponsors 92 graduate training programs:

- 59 Accreditation Council for Graduate Medical Education (ACGME) accredited residency and fellowship programs
- 27 non-accredited programs
- Two accredited podiatry programs
- Four accredited osteopathic programs that are currently undergoing the transition to ACGME accreditation.

In 2016, the System trained more than 1,300 residents and fellows from within and outside of the organization, and more than 1,200 medical students in its four ACGME accredited sponsoring institutions. Henry Ford continues to retain a significant number of its trainees in its medical practices following graduation.

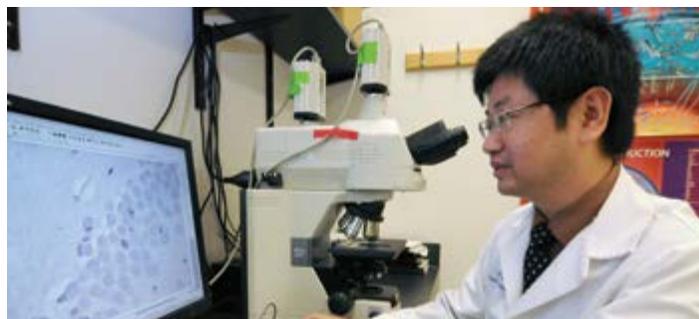


Research Funding Reaches 100-Year High

In 2016, external grants and contracts for research reached \$82.5 million, the largest amount of external funding awarded to Henry Ford in its 101-year history. Highlights include:

- Henry Ford was one of seven institutions in the U.S. to receive a National Institutes of Health Precision Medicine Initiative research grant, in the amount of \$1,890,835 in the pilot year and \$30 million in subsequent years.

- System researchers received five “first” NIH Ro1 grants totaling \$7.3 million. Three were awarded to Dermatology (Qing-sheng Mi, M.D., Ph.D.).
- The largest increases in funding were in the Center for Health and Health Sciences Research (Brian Ahmedani, Ph.D., Christine Johnson, Ph.D., MPH, Ganesa Wegienka, Ph.D.), Internal Medicine divisions of Gastroenterology (Stu Gordon, M.D.), and Hematology/Oncology (Clara Hwang, M.D., Randa Loufti, M.D., Ira Wollner, M.D. and Igor Rybkin, M.D.).
- Overall the Department of Internal Medicine divisions were awarded \$47.2 million in contracts for clinical research and trials.
- Pathology received an NIH grant and funding for cancer research. (Charlie Hao, M.D. and Anita Bellail, Ph.D.).
- Neurosurgery recruited a bioinformatics, molecular biology and genomics research specialist (Houtan Noushmehr, Ph.D.) and has two physician-scientists participating in the Henry Ford Physician-Track scientist program (Vic Chang, M.D., and Ian Lee, M.D.).



TOTAL RESEARCH AWARDS	2016	2015
National Institutes of Health (NIH)	\$22,175,757	\$21,961,125
Other Federal Awards	\$5,552,550	\$4,193,246
Pharmaceutical/Industrial Awards	\$51,679,941	\$39,315,015
State and Local Agency Awards	\$439,642	\$627,785
Foundation and Other Awards	\$2,707,884	\$4,235,026
TOTAL	\$82,555,774	\$70,332,197

Leading National Precision Medicine Research

Henry Ford researcher Christine Johnson, Ph.D., MPH, chair of Henry Ford's Department of Public Health Sciences, has devoted the last 35 years to medical research to potentially find cures and give people hope.

In 2016, Dr. Johnson found herself leading one of the largest, most ambitious research initiatives in the country when the National Institutes of Health (NIH) selected Henry Ford Health System to direct a five-member research consortium to expand precision medicine research. The consortium is one of only four regional medical center groups in the nation awarded this funding by the NIH Precision Medicine Initiative (PMI) Cohort Program.

"Precision medicine tailors preventive care and disease treatment around a person's environment, lifestyle and genetic makeup. The goal is to develop more effective ways to prolong health and treat disease," says Dr. Johnson. "Information from the consortium will create a rich resource for researchers nationwide as we continue to advance this new direction in the field of medicine."

The Henry Ford-led team, called the Trans-American Consortium, includes Henry Ford and four other integrated health care systems with a strikingly diverse community population totaling more than nine million individuals across nine states.

According to Dr. Johnson, "Henry Ford was selected to participate because of our patient-centeredness and our use

of patient advisors in program planning and business decisions. Other factors were strong relationships with diverse community partners and our 'systemness,' including a health plan and wide distribution of medical centers."

The consortium will enroll 10,000 participants in the first year with the aim to collectively enroll one million participants nationally. Participants will provide diet and lifestyle information, blood and urine samples, undergo a physical evaluation and share real-time information via smartphones and wearable devices.



"We are thrilled to be part of this research," says Dr. Johnson. "In the coming years, precision medicine will enable physicians to use their patients' genetic information as part of routine medical care. We'll be able to better predict which treatment will work best for specific patients, improve disease prevention, diagnosis and treatment, and increase our understanding of the underlying mechanisms of diseases."

Even though the initial focus is on cancer, the consortium will eventually include many other chronic illnesses.

Brian Ahmedani, Ph.D., director of Research for Henry Ford's Behavioral Health Medicine and co-principal investigator, says this effort will apply to all diseases, not only cancer and cardiovascular conditions. "Factors that contribute to enhanced health, both physical and mental, will be an important part of the Precision Medicine Initiative."

Global Health Initiative

Through the Global Health Initiative (GHI), Henry Ford supports activities in 20 countries to improve the health of underserved populations. Internationally, the GHI hosted a scientific conference on vaccines in Haiti; trained medical providers in Macedonia to counsel patients on smoking cessation; and hosted a high-level government summit on antimicrobial resistance training and policy in India and Nepal. In Detroit, the GHI held the third annual Global Health Symposium with more than 200 participants, and offered clinical and research observations for 15 students and faculty members from Colombia, Guatemala, Haiti, India, Myanmar and Nepal. The GHI's Reverse Innovation program identifies, adapts, and pilot-tests global healthcare innovations, including a program in which letter carriers conduct home visits to reduce isolation for seniors. In 2016, GHI staff was awarded more than \$3 million in external grants.



International students from Haiti, Colombia and Guatemala participated in two-month clinical and research observations at Henry Ford.



Detroit is a hotbed for innovation, and there is no hotter place for innovation than Henry Ford. Henry Ford Innovations (HFI) is both a physical and virtual resource for System innovators, connecting them with technological opportunity assessments, engineering services for prototypes, seminars, and programs that can turn an idea for improving patient care and the patient experience into a product. Find out more at <http://henryfordinnovation.com/>.

Innovative Way to Communicate

CareTrail, a product conceived by Henry Ford Innovations (HFI), is in development as a commercial platform by Detroit-based VisionIT and Microsoft Corporation. CareTrail is a patient-centered secure messaging communication platform. Beta-testing is underway at Henry Ford Wyandotte Hospital and a national launch is planned for late 2017.

3-D Printing

Henry Ford Innovation's 3-D Printing Program has continued to develop as a System-wide tool. Three hundred patients have benefited from having a 3-D print of their anatomy made for pre-surgical planning. These remarkable tools have been shown to reduce complications for patients undergoing surgical procedures.



Technology from Around the Globe

Henry Ford Innovations launched the Global Technology Development Program designed to source and co-develop healthcare technologies from innovation regions around the globe and bring them to the U.S. market.

Since 2012, Henry Ford Innovations (HFI) has generated revenue of \$144 million. In 2016, HFI:

- Engaged **500 employees** through inventions, projects, challenges, events, and fellowships
- Received **46 Invention Disclosures** and **28 projects**
- Executed **21 Confidentiality Agreements**
- Executed **four License Agreements**

Henry Ford Hospital Acute Care Therapists, Innovations Create a Better Walker

It looked like Woodward Avenue on Thanksgiving Day when Henry Ford Hospital (HFH) patient, Anna, took a stroll down the Medical Intensive Care Unit hallway.

"It was like a parade," says occupational therapist Kara Luplow, OTR/L. "She was too darn cute. She even gave a little wave. Staff lined the hallway to see how it worked."

The cause of all the commotion was the "high acuity walker," a device that makes it easier and safer for medical critical care patients to move around. HFH acute care therapists teamed up with Henry Ford Innovations to create it.

Getting a patient up and walking with a traditional walker safely often requires at least three people. Seeing nothing on the market to suit their needs, the team designed and built their own walker, with the help of Henry Ford Innovations staff.

Early rehabilitation, especially of mechanically ventilated ICU patients, can lead to:

- Decreased ventilator days and overall length of stay.
- Fewer occurrences of blood clots.
- A reduction in the overall cost of care.

The clinical team brought their ideas to the Henry Ford Innovations "MakeWell" space, an area on the Detroit hospital campus dedicated to rapidly prototyping employee ideas that improve a process or enhance patient care.

The walker has equipment to manage IV poles, oxygen tanks, multiple lines, and a highly visible location for monitoring systems, including telemetry. Flexible tubing manages lines and moves as the patient moves.



Henry Ford physical and occupational therapists designed a high-acuity walker that enables even some ventilated patients to go for a stroll. Sitting: Kara Luplow, OTR/L. Standing from left: Tiji Sebastian, BPT; Adele Myszenski, MPT; Romina Bello, DPT; and Justine Kenyon, M.S., OTR/L.

"It was a real humanizing experience for Anna," physical therapist Romina Bello, DPT, says. "With only two of us with her, she could maintain much of the control. She was so happy and I think using that walker reaffirmed to her that she would be okay and could do all of this at home."

HFHS Lends Innovation Abroad

Saudi Arabia

Henry Ford formed a long-term, strategic partnership with Aldara Medical Corporation to complete the Aldara Hospital and Medical Center (AHMC) in Saudi Arabia. Almost 60 HFHS professionals have been working alongside the Aldara team on the hospital design, medical equipment plans, clinical model and information technology. The hospital is expected to be ready for patients in late 2017.

India

A 20-year technology licensing agreement with Pearl Human Care Pvt. Ltd. is broadening Henry Ford's international reach to India. The System will provide medical technology, intellectual property and best practices for a new, 400-bed super-specialty hospital in Vellore, India. Construction on Naruvi Hospital will begin in mid-2017 for a planned 2019 opening.

Henry Ford also licensed more than 500 healthy food recipes to India's New Delhi National Capital Region, the nation's largest urban center, for use in corporate food courts and other venues.

First in the Nation Valve Replacement Procedure Gives Area Woman the Gift of Life

Henry Ford Hospital physicians used a minimally invasive procedure to replace a failing, hard-to-reach heart valve – and placed it just outside the heart.

Henry Ford was the first hospital in the United States to perform the unique, transcatheter tricuspid valve replacement. A metro Detroit woman's tricuspid valve, one of four valves that regulates blood flow in the heart, was replaced during the July 31, 2016 procedure.

"There are a lot of people with damage of the tricuspid valve. The surgery is risky, so doctors typically give them medical therapy," says William O'Neill, M.D., medical director of Henry Ford's Center for Structural Heart Disease and lead physician for the procedure. "They're in and out of the hospital, and many don't live long. There was a huge, unmet clinical need, but now we have another option."

Replacing a tricuspid valve is difficult because of its location in the middle of the heart, says Dr. O'Neill.

The Henry Ford Innovation Institute used 3-D modeling to create a working replica of the patient's heart, which helped the team plan the procedure and choose an appropriately sized valve in advance. Once deployed, the new valve stopped blood from leaking and pooling in the patient's abdomen and lower extremities.

In this procedure, Dr. O'Neill threaded a catheter through a vein in the patient's groin to her upper abdomen. There, he inserted the TAVR valve at the junction of the right atrium and the inferior vena cava (IVC), the main vein that brings deoxygenated blood back into the heart.

The Henry Ford team first braced the inside of the IVC with a metal, expandable stent. Dr. O'Neill then used the catheter to insert and expand a TAVR valve to fit snugly inside.

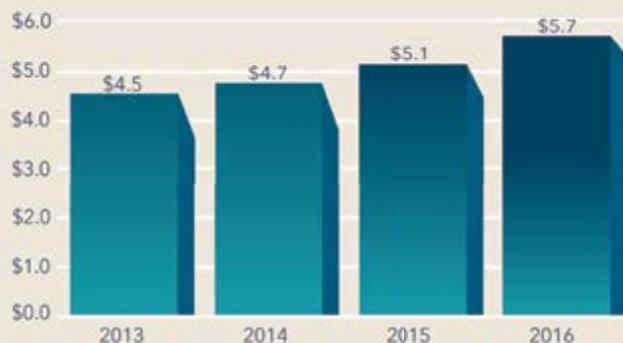


William W. O'Neill, M.D., medical director of the Center for Structural Heart Disease in the Edith and Benson Ford Heart & Vascular Institute, performs a procedure in the catheterization laboratory at Henry Ford Hospital in Detroit.



For the 14th consecutive year, the System experienced positive revenue growth in 2016. The System is one of a handful of healthcare organizations nationally with both a strong provider organization and large insurance operation. Overall revenue increased by 12.9% in 2016. Revenue growth reflects the addition of Allegiance Health Group and Affiliates and 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 \$95.1 million for the year ended December 31, 2016, providing a margin of 1.7%. 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 facilities, equipment, and services.

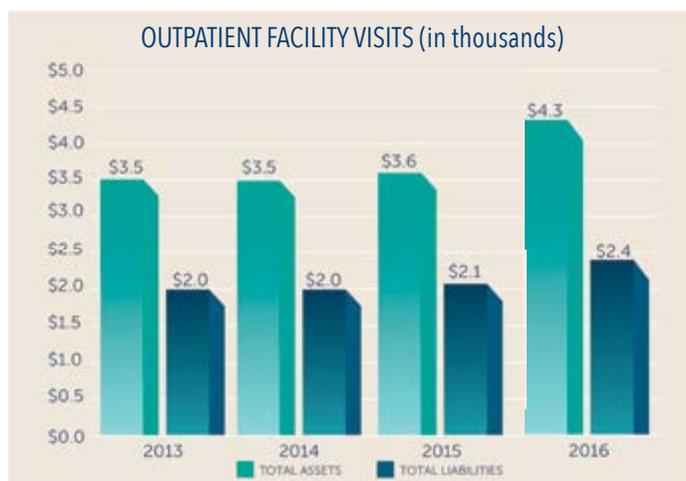
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES BEFORE UNUSUAL ITEMS (in millions)



MARGIN



Inpatient discharges increased in 2016, primarily due to the addition of Allegiance Health Group and Affiliates. Outpatient services continue to grow dramatically due to the addition of Allegiance Health Group and Affiliates and as more care shifts to ambulatory settings.



Health Alliance Plan membership decreased due to the fact that effective January 1, 2016, Midwest Health Plan no longer participated in Medicaid plans for regions 9 and 10.

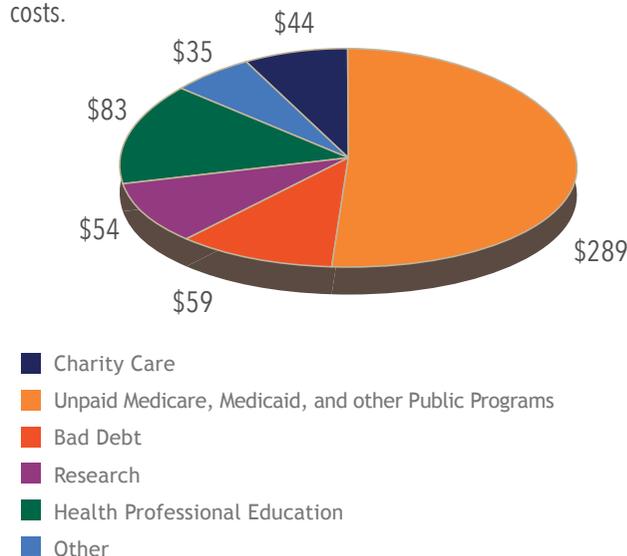


The System maintains a solid balance sheet. Total assets and liabilities grew from 2015 to 2016 by 18.1% and 17.5% respectively, primarily due to the addition of Allegiance Health Group and Affiliates.



2016 COMMUNITY BENEFIT COST (in millions)

The System provided \$564 million total community benefit during 2016 including \$391 million of uncompensated medical care costs.



2016 AWARDS AND RECOGNITION

System, Business Unit and Program Awards



Ranked #1, *DiversityInc's* 2016 ranking of Top 10 Hospitals & Health Systems

Most Wired Award, American Hospital Association

Premier Supply Chain Excellence Award



150 Great Places to Work in Healthcare, *Becker's Hospital Review*

Health Alliance Plan, two Pinnacle Awards, Michigan Association of Health Plans



Michigan's Best and Brightest In Wellness, National Association of Business Resources



Best Organizations for Leadership Development (BOLD) Award, National Center for Healthcare Leadership



American Heart Association Fit-Friendly Company Platinum Achievement for Employee Wellness



Henry Ford Wyandotte, Henry Ford Macomb, Henry Ford West Bloomfield and Henry Ford hospitals, Leader in LGBT Healthcare Equality, Human Rights Campaign Foundation

Women-Inspired Neighborhood (WIN) Network: Detroit, Program of Excellence, Hospital Charitable Services Awards



Seniors CONNECT for Health, Health Innovations Award, Michigan Department of Health and Human Services



Veteran-Friendly Employer Bronze Award, Michigan Veterans Affairs Agency Bronze



Truven Health Analytics, 2016 Top 50 Cardiovascular Programs Award, Henry Ford Macomb Hospital

Henry Ford Wyandotte Hospital: America's 100 Best Hospitals Award; Distinguished Hospital Award for Clinical Excellence; America's 100 Best Hospitals for Critical Care Award; Pulmonary Care, Stroke Care, and Gastrointestinal Care Excellence Awards; Healthgrades

Individual Awards

Modern Healthcare, Top 100 Most Influential People in Healthcare and Top 25 Minority Executives in Healthcare in 2016, Wright Lassiter III, HFHS president and CEO

Crain's Detroit Business 100 Most Influential Women in Michigan: Nancy Schlichting, retired HFHS CEO; Sandra Pierce, chair, HFHS Board of Trustees; and Denise Brooks-Williams, president and CEO, Henry Ford Wyandotte Hospital

Crain's Detroit Business Health Care Hero Award, Trustee category, Sandra Pierce, chair, HFHS Board of Trustees

Modern Healthcare and *Advertising Age*, Healthcare Marketing IMPACT Visionary Award, and *Crain's Detroit Business*, Health Care Hero Award, runner up in Corporate Achievement category, Nancy Schlichting, retired HFHS CEO

2016 Michigan Health & Hospital Association's Healthcare Leadership Award, William Schramm, HFHS senior vice president of strategic business development

Keyes Medal for Urological Surgery, Mani Menon, M.D., director, Vattikuti Urology Institute, Henry Ford Hospital

Crain's Detroit Business, 50 Names to Know in IT, and Protected Health Information (PHI) Protection Network, PHI Hero Award, Meredith Harper, HFHS chief information privacy and security officer

Michigan Women's History Month Distinguished Career Achievement Award, Lisa Newman, M.D., director, HFHS Breast Oncology Program

130 Women Hospital and Health System Leaders to Know, *Becker's Hospital Review*, Mary Alice Annecharico, R.N., senior vice president and chief information officer, Henry Ford Health System

110 Physicians to Know, *Becker's Hospital Review*, John Popovich Jr., M.D., president and chief executive officer, Henry Ford Hospital, and executive vice president and chief medical officer, Henry Ford Health System

AMGA Foundation Legacy Award, William Conway, M.D., executive vice president, Henry Ford Health System, and chief executive officer, Henry Ford Medical Group

Women's History Month Career Mastered Class of 2017, Denise Brooks-Williams, president and CEO, Henry Ford Wyandotte Hospital

Leading Global Thinker, *Foreign Policy*, Christine Cole Johnson, Ph.D., MPH, chair, Department of Public Health Sciences

Carol Emmott Fellowship for Women Leaders in Health, Donna Wellington, vice president of Operations, Henry Ford Hospital

Henry Ford Health System and its employees received numerous recognitions in 2016. This section lists many of those honors, but does not include every award, appointment or accreditation achieved.

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