



The Power of Partnerships  
in Health and Healing



2017

HENRY FORD HEALTH SYSTEM  
ANNUAL REPORT

# HENRY FORD HEALTH SYSTEM AT A GLANCE

**3** behavioral health hospitals

**5** acute care hospitals

**20+** retail pharmacies

**200** care sites

**1,300** Henry Ford Medical Group physicians, researchers

**2,000** Private practice physicians

**9,500** births

**31,000** team members

**75,000** surgical cases

**113,000** discharges

**172,000** urgent care/walk-ins

**275,000** home visits

**620,000** Health Alliance Plan members

**1.82 million** prescriptions filled

**3.2 million** digital encounters

**4.2 million** outpatient visits

## DEAR COLLEAGUES AND FRIENDS:

Reflecting on 2017, one word stands out: partnerships. Partnerships with donors. Partnerships with sports teams. Partnerships with health systems. These partnerships have been made within our own organization, our local communities, the state of Michigan, and on the national and global stages. And, all were built with our patients and members front and center in our thinking and efforts.

Highlighted in this report, *The Power of Partnerships in Health and Healing*, are Henry Ford Health System's top accomplishments in 2017. These achievements have created a strong foundation for the work that lies ahead and have positioned us well for 2018 – and beyond. As the healthcare landscape continues to change significantly and at a very rapid pace, we know that disruption is just beginning. Henry Ford Health System is prepared to lead the way in discovering sustainable innovations and solutions on our way to True North: "We will be the trusted partner in health, leading the nation in superior care and value."

We are excited to highlight the efforts of the many teams, departments and individuals at Henry Ford working toward True North and, through this report, we've captured a unique picture of the health system's 102nd year. We also encourage you to view a well-done video (<https://bit.ly/2KpMp1i>) that showcases our clinical excellence and compassionate caregivers, who made headlines at the national level and in our local market.

Sincerely,



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



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



**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:** Seth Frazier, Executive Vice President and Chief Strategy Officer, Henry Ford Health System; 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; Adnan R. Munkarah, M.D., Executive Vice President and Chief Clinical Officer, Henry Ford Health System; Teresa L. Kline, Executive Vice President, Henry Ford Health System and President and Chief Executive Officer, HAP.



# SAFEST CARE AND BEST OUTCOMES

Safety comes first in all that we do at Henry Ford Health System, and is a focus of every interaction, every decision and every patient-care plan.

Employees and leaders are working to not just reduce, but eliminate all medical errors within the organization. Partnerships with other organizations create larger scale, forward-thinking initiatives that improve heart attack survival, ensure bias-free care, and reduce the likelihood of opioid addiction. Through thoughtful planning, training and investment, Henry Ford is creating an environment that keeps our patients safe and ultimately, results in the best outcomes possible.

## ENHANCING SAFETY WITHIN AND BEYOND OUR WALLS

### **Cardiogenic Shock Initiative**

HFHS-led collaboration with five Detroit health systems. Developed protocol and raised survival after heart attack from 51 to 76 percent.

### **American Hospital Association 1-2-3 for Equity Pledge**

90+ percent of employees completed online training course.

### **HIMSS Davies Award**

Using Epic to reduce venous thromboembolism by 50 percent.

### **HFHS Leading Opioid Abuse Prevention**

In partnership with the State of Michigan.



## CARDIOGENIC SHOCK INITIATIVE

Unprecedented Collaboration Increases Heart Attack Survival



William W. O'Neill, M.D., medical director, Center for Structural Heart Disease, and Adam Greenbaum, M.D., co-director, working together in the Henry Ford Hospital Cardiac Catheterization Laboratory.

Survival rates in patients experiencing a life-threatening side-effect to a heart attack have dramatically improved, thanks to an unprecedented collaboration of five metro Detroit health systems led by Henry Ford Health System's William W. O'Neill, M.D.

The Detroit Cardiogenic Shock Initiative – a protocol to treat patients in shock after a massive heart attack – raised survival rates from 51 to 76 percent. The new protocol, using the FDA-approved, straw-sized Impella heart pump, is now being adopted by health systems across the United States, under the leadership of Dr. O'Neill, medical director, Henry Ford Center for Structural Heart Disease.

*"This effort shows the powerful advances we can make to save lives by working together," said Dr. O'Neill. "It's gratifying to see these results; survival rates for patients in cardiogenic shock had not changed in 30 years."*

In some patients experiencing a massive heart attack, the heart is unable to provide blood to vital organs and the patient goes into shock. For the protocol, cardiologists insert the tiny pump through a catheter in the groin or hand and into the heart soon after the patient arrives at the hospital. The pump keeps blood flowing to vital organs while doctors then treat the cause of the heart attack, either inserting a stent, removing a clot or taking other necessary action.

In an effort to save lives across the United States, Dr. O'Neill is now helping other health systems implement the protocol through the National Cardiogenic Shock Initiative. He hosted the first meeting of registered members of the protocol in November in Denver at TCT 2017, an annual educational conference for specialists in interventional cardiovascular medicine. He and the team were met by standing-room-only crowds of cardiologists during presentations about the effort at the Denver Convention Center.

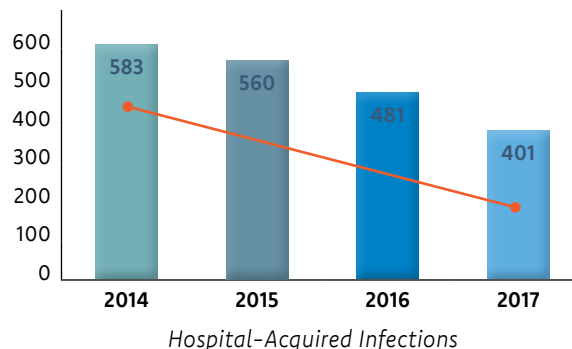
## 2017 Safety Initiative Highlights

# Rely on Us

*Zero Harm • 100% Reliable*

- Henry Ford formally embarked on a **high reliability journey** to eliminate medical errors and hard-wire reliability in every capacity. In 2017, the System did the groundwork to ensure that all 30,000 employees will receive Zero Harm training and education in 2018.
- Henry Ford providers are actively engaged in helping combat the **opioid epidemic** in Michigan. Last year, System providers prescribed more than seven million opioid pills and patches. They made a commitment to reduce that number by 40 percent. Ongoing initiatives across the System include educational programs, improved reporting to providers on prescribing, new guidelines for opioid use, multiple Epic enhancements including a direct link to the State MAPS program, and expanded opioid disposal centers. Together, Henry Ford providers are committed to reducing opioid use and maintaining comfort and pain management for all patients.
- In conjunction with the American Hospital Association's **1-2-3 for Equity Pledge**, Henry Ford is leading change in equitable, bias-free care. More than 90 percent of employees participated in a training program created by HFHS, outpacing other participating health systems.

- In 2017, **hospital-acquired infections** dropped by 17 percent and catheter-associated urinary tract infections decreased by nearly 60 percent.



- The **Joint Commission** accredited Henry Ford Allegiance Health, Henry Ford Hospital and Henry Ford Medical Group, and Henry Ford Kingswood Hospital in 2017. (Other System hospitals are accredited on a different schedule.)
- The System achieved ambulatory quality metrics targets, including **diabetes control** and **cancer screening**.
- When patients leave a Henry Ford hospital, staff ensure they continue to be safe. Expanded efforts in 2017 include establishing a preferred skilled nursing facility network and launching **caregiver support programs**.
- By expanding the **patient advisor program**, the System now receives more feedback from patients and family member on their experiences, which is used to plan changes and continually improve patient care delivery.

## Awards

Henry Ford has won every national quality award. In 2017, Henry Ford's commitment to quality and safety were recognized with multiple awards, including the following. *Turn to pages 48-50 for more 2017 awards.*







## EXCEPTIONAL EXPERIENCE

All that Henry Ford Health System does is centered around the customer, who is always the focus of the System's True North vision – We will be the trusted partner in health, leading the nation in superior care and value.

Communication is a key part of providing exceptional patient care at Henry Ford. Whether it's pharmacists listening to patient needs and seeking input from colleagues, or physicians taking part in training to learn how to better communicate with patients, employees at Henry Ford are making communication a priority, and it shows. In 2017, the System enhanced communication and has seen increases in numerous measures of patient satisfaction.

## WORKING BEHIND THE SCENES

Communication ensures patient medication needs are met



*Mike Zajac, Supply Chain and Database specialist (left), works closely with colleagues like Michael Osinski, an inventory specialist with Pharmacy Advantage, to ensure patients have the right medications in the right place at the right time.*

**When a patient walks into a Henry Ford pharmacy location, they expect their medication to be available and at the price they expected to pay.**

Sounds simple enough. But behind that transaction — and there were 1.82 million prescriptions filled at Henry Ford ambulatory pharmacies in 2017 — is an entire supply chain process that must work correctly every time.

Mike Zajac, a lead database analyst with Community Care Services (CCS), uses his knowledge and creativity to ensure an exceptional experience for patients and co-workers. He and his team make sure patients have what they need.

“Mike is constantly sought out to assist with the patient care experience for multiple team members across our 28 ambulatory pharmacy locations,” notes Alexander Mansour, director of Financial Services, Contracts, Compliance and Audits for the ambulatory pharmacies. “If a medication cannot be found through conventional channels, a technological miscue requires creative problem solving, or new therapies are added into the network, Mike approaches each situation with a smile. He is always willing to lend a listening ear to help patients and those around him.”

Zajac says for him it’s simply doing for others what he would want done toward him or a family member. One situation comes to mind for him.

There was a patient at Henry Ford West Bloomfield Hospital who could not be discharged without a certain prescription filled. However, the medication cost \$2,000 and was not covered by insurance. Mike worked with the discharge team and the patient’s insurance company to resolve the issue. The result: The patient had the medication they needed.

*“That’s what it’s all about for me,” Zajac says. “I will do whatever I can to make sure patients’ therapeutic needs are met.”*



## STRENGTHENING PHYSICIAN COMMUNICATION SKILLS

In 2017, Henry Ford worked closely with its talented and dedicated physicians to help them improve how they communicate with patients. Through the Center for Physician Communication and Peer Support, physicians received training that included coaching, mentoring and a physician shadowing process to provide real-time assessment and feedback on their patient communication skills. A positive response from patients led Henry Ford to expand the program across the System, where it will continue on a larger scale.

### Physician Communication: Patient Feedback

Non-Shadowed Providers		Shadowed Providers	
Domain/Question	Change since Q3 2016*	Domain/Question	Change since Q3 2016*
RECOMMEND THIS PROVIDER OFFICE	+1	RECOMMEND THIS PROVIDER OFFICE	+5
PHYSICIAN COMM QUALITY	-1	PHYSICIAN COMM QUALITY	+7
Provider explains in way you understand	0	Provider explains in way you understand	+4
Provider listens carefully to you	-3	Provider listens carefully to you	+3
Gives easy to understand instruction	+1	Gives easy to understand instruction	+8
Knows important info medical history	0	Knows important info medical history	+5
Shows respect for what you say	-2	Shows respect for what you say	+9
Spends enough time with you	+1	Spends enough time with you	+7

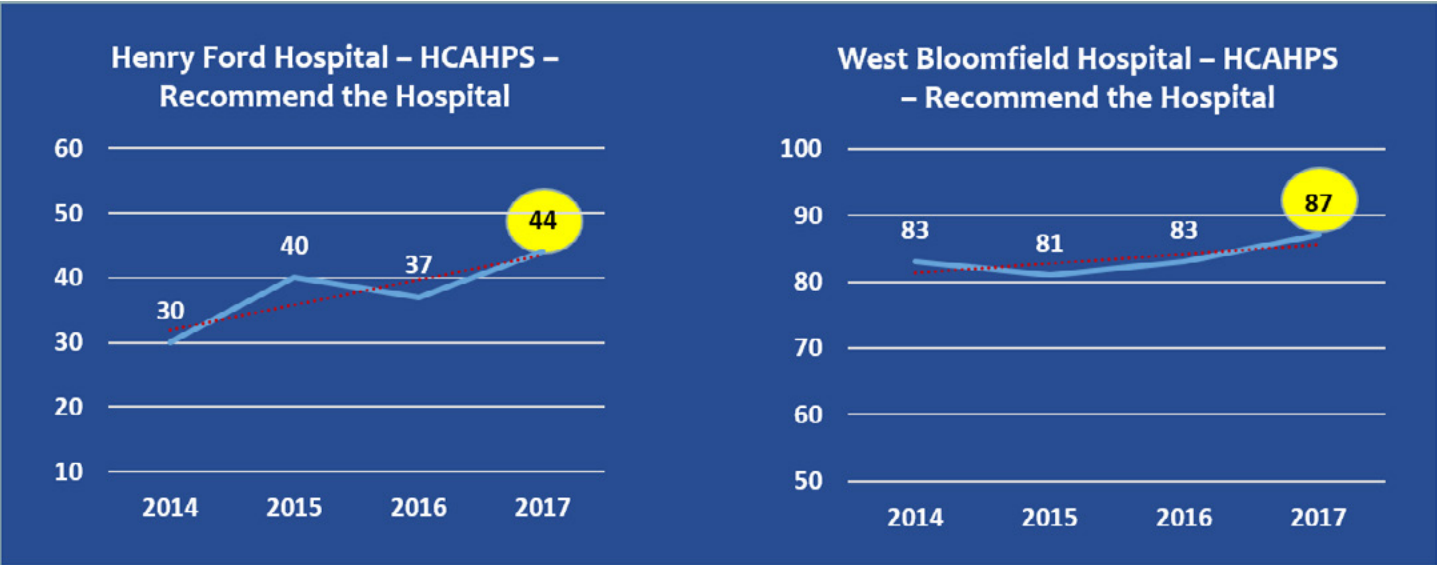
\*Q3 2016 vs. Q3 2017 – All sites %ile Ranking

Physicians who were shadowed and received real-time assessment and feedback on their patient communication skills received far higher scores from patients. As a result, the Center for Physician Communication and Peer Support is expanding the program Systemwide.

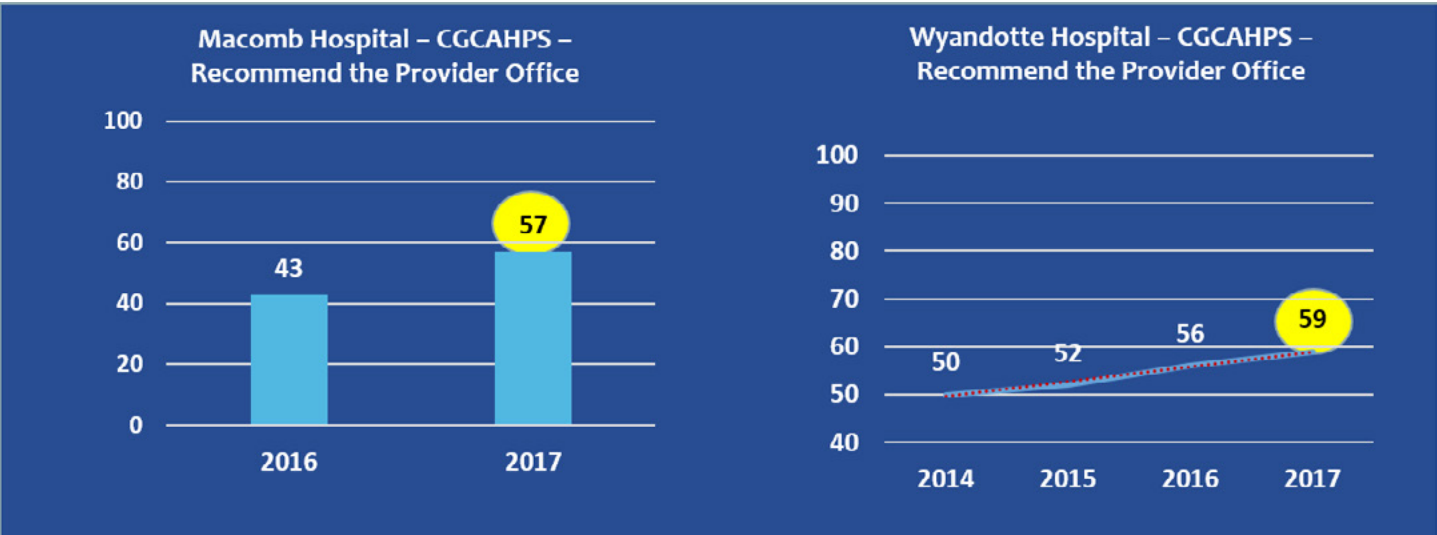


# NATIONAL INPATIENT AND OUTPATIENT SURVEYS

The HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) is a patient satisfaction survey required by the Centers for Medicare and Medicaid Services (CMS) for all inpatients at hospitals in the United States. It is the first national standard for collecting and reporting information about patient care experiences.



Henry Ford Hospital and Henry Ford West Bloomfield Hospital HCAHPS scores improved significantly over the past four years. Physicians and nurses have made communication a priority, and the System provided training, tools and protocols that enabled more personalized communication and immediate resolution of issues.



The CGCAHPS (Clinician and Group Consumer Assessment of Healthcare Providers and Systems) is like a “sister survey” to the HCAHPS survey. It measures patients’ perception of care in an office setting. Henry Ford Macomb Hospital and Henry Ford Wyandotte Hospital have shown consistently strong scores by focusing on improvements in access to care, provider communication, quick reporting of test results and attentive office staff.



## 2017 EXCEPTIONAL EXPERIENCE HIGHLIGHTS



### Henry Ford's Center for Physician Communication & Peer Support

Physicians took part in training through Henry Ford's Center for Physician Communication & Peer Support and achieved substantial improvements in patient feedback scores for their communication skills. After physicians were shadowed and coached, they scored higher in all measures of communication in patient surveys, including likelihood to recommend, physician communication quality, ease of understanding instruction, respect for what the patient said, and spending enough time with the patient. The communication skills training program begun in earnest in 2017 continues to expand across the System.



### Personalized Patient Communication

Henry Ford West Bloomfield Hospital continued to excel and Henry Ford Hospital achieved the highest percentile rank in nine years from the HCAHPS (the Hospital Consumer Assessment of Healthcare Providers and Systems), a patient satisfaction survey required by CMS (the Centers for Medicare and Medicaid Services) for all hospitals in the United States. Much of Henry Ford's success can be attributed to the significant increase in personalized patient communication from nurses and physicians. Nurses now "round" on patients every hour to identify and resolve immediate issues. Some nurse leaders used a specially designed iPad and recording tool to round on their floors, resulting in significant increases in patient satisfaction.



### Patient Perception of Care

The Clinician and Group Consumer Assessment of Healthcare Providers and Systems (CGCAHPS) survey is like a "sister" survey to the HCAHPS. It measures patient perception of care provided by physicians in an office setting. Henry Ford Macomb Hospital and Henry Ford Wyandotte Hospital have shown consistently strong scores by focusing on improvements in access to care, provider communication, quick reporting of test results and kind, attentive office staff.

## 2017 EXCEPTIONAL EXPERIENCE HIGHLIGHTS



### Pre-diabetes Patient Registry

Henry Ford Macomb Hospital teamed up with the American Medical Association to pilot a pre-diabetes patient registry that could become a national model for enrolling more patients in evidence-based type 2 diabetes prevention programs.

### Specialized Care for LGBTQ Patients

In partnership with the Ruth Ellis Center in Highland Park, Henry Ford provided health care services in the on-site health and wellness center. Staff played a vital role in offering a safe, comfortable health care destination for lesbian, gay, bisexual, transgender and queer/questioning patients, including youth. Providers offered general primary care, HIV/AIDS prevention, sexual health services and transition medications and hormone therapy for transgender individuals.

## 2017 Exceptional Experience Awards

- Again in 2017, HAP received the JD Power Award for ranking highest in member satisfaction among health plans in the Michigan region.
- Henry Ford received two Press Ganey awards:
  - The Behavioral Health Unit at Henry Ford Wyandotte Hospital won the Guardian of Excellence Award, which honors clients who have reached the 95th percentile for patient experience.
  - Rana Awdish, M.D., medical director, Center for Physician Communication and Peer Support, received the Physician of the Year Award.
- Dr. Awdish also won the prestigious National Compassionate Caregiver of the Year Award from The Schwartz Center.
- The Henry Ford Cancer Institute exceeded standards in all 34 areas surveyed and received Three-Year with Commendation Gold Level from the Commission on Cancer of the American College of Surgeons, the highest level of accreditation possible.
- Henry Ford West Bloomfield Hospital achieved exemplar status for its Nurses Improving Care for Healthsystem Elders (NICHE) program, the highest level of recognition NICHE offers. It acknowledges the hospital's ongoing dedication and system-wide initiatives in caring for older individuals.

Turn to pages 48-50 for more 2017 awards.







# COMPASSIONATE, COMMITTED PEOPLE

Henry Ford is made up of 30,000 amazing individuals who collectively ensure the health of our communities.

They accomplish this using their clinical skills and their business acumen, by a kind word to a patient or family member, or volunteering in the community. The System values their contributions by providing opportunities for employees to do their best every day.



## AN EXCEPTIONAL COMMITMENT TO COMPASSION

In 2008, a Henry Ford Critical Care physician had a life-changing, nearly life-ending experience that led her to change the way health care is delivered at Henry Ford and beyond. She wrote a best-selling memoir, journal articles, gave talks and interviews, and received outstanding awards for her work. Rana Awdish, M.D., wasn't looking for fame. She wanted to relieve suffering, renew hope, and enlighten medical professionals to their roles in alleviating suffering and providing truly compassionate care.

"When a tumor in my liver ruptured, I effectively bled to death in my own hospital. I received more than 26 units of blood products that night, went into multisystem organ failure, was put on a ventilator, had a stroke and a complete collapse of circulation. The baby I was seven months pregnant with would not survive, but I would – thanks to the incredible skill and grace of the teams of professionals who cared for me," she says.

As she struggled to recover, learn to walk, talk and care for herself, she interacted with medical professionals from the patient's bed. And what she experienced opened her eyes to a new kind of suffering brought about – or relieved – by words, actions and technicalities. One heart-wrenching example: A billing error called into question when her unborn child should have been added to her insurance plan.

*"I was privy to failures that I'd been blind to as a clinician," says Dr. Awdish. "There were disturbing deficits and occasionally an apparently complete absence of empathy. I recognized myself in every failure."*

Dr. Awdish was motivated to write a memoir, *In Shock*. She was interviewed by *The Times*, *The Telegraph*, NPR, The BBC, the Today Show online, *MedPage*, HealthLeaders Media, and *Becker's Hospital Review*. Henry Ford appointed her medical director of Care Experience. In 2017, she was named National Compassionate Caregiver of the Year by The Schwartz Center and the Physician of the Year by Press Ganey.



## 2017 Compassionate, Committed People Highlights



- Henry Ford Health System participated in the American Hospital Association's online campaign, "Hospitals Against Violence," or **#HAVHope**. Through photos of employees and community partners holding hands, the System demonstrated unity and supported the campaign's message.

- In 2017, 8,000 employees raised \$3 million to support patients and their families through **Game On Cancer**. One of them was Christine, an employee of 37 years whose husband was diagnosed with stage 3 lung cancer. With bills piling up, Christine struggled to keep food in the pantry and make ends meet. Game On Cancer funds assisted with groceries and gas for the couple.

- **Keeping employees and patients safe** is a top priority as the System embarks on its High Reliability journey. Teams and committees have reviewed safety policies and practices, conducted front-end analysis and worksite planning assessments, and improved security and training for employees in all areas. An employee safety manager and two safety specialists were hired to work directly with front-line staff and managers to improve processes and help prevent employee injuries.

- **Employee Resource Groups (ERGs)** experienced substantial growth in 2017 with membership nearly doubling from 1,086 to 2,120. Three ERGs were added, bringing the total to 10. New ERGs included:

- EmPower – African American employees
- HF4Vets for employees and family members who are veterans of the Armed Forces
- ABLE – Persons with Disabilities

Any employee can join any ERG – and many employees join to learn more about the diversity of their colleagues.

- Employees recognize they cannot care for others if they don't take care of themselves. Henry Ford consistently outpaces similar organizations in employee health assessment scores. To support employees on their wellness journeys, the System maintains a robust **Employee Wellness program** that includes a wide range of resources, fun activities and challenges, and incentives in the form of reduced costs for medical insurance when certain biometrics are met.

## EMPLOYEE GIVING CAMPAIGN FUNDS SUPPORTED THESE AND MANY OTHER VALUABLE PROGRAMS:



### Game on Cancer

More than 1,500 Henry Ford Cancer Institute patients received support through the Game On Cancer fund.



### Bob and Sandy Riney Helping Hands Fund

The Bob & Sandy Riney Helping Hands fund provided assistance to more than 180 employees from their co-workers.



### SandCastles

Nearly 2,000 grieving children received support and assistance in the past five years through the SandCastles Grief Support Program.

## 2017 EMPLOYEE GIVING CAMPAIGN RESULTS:

**8,000** Employee Donors

**\$3 Million** Dollars Raised

## 2017 Compassionate, Committed People Awards

The compassion and commitment of Henry Ford employees was recognized with multiple awards in 2017, including the following. *Turn to pages 48-50 for more 2017 awards.*

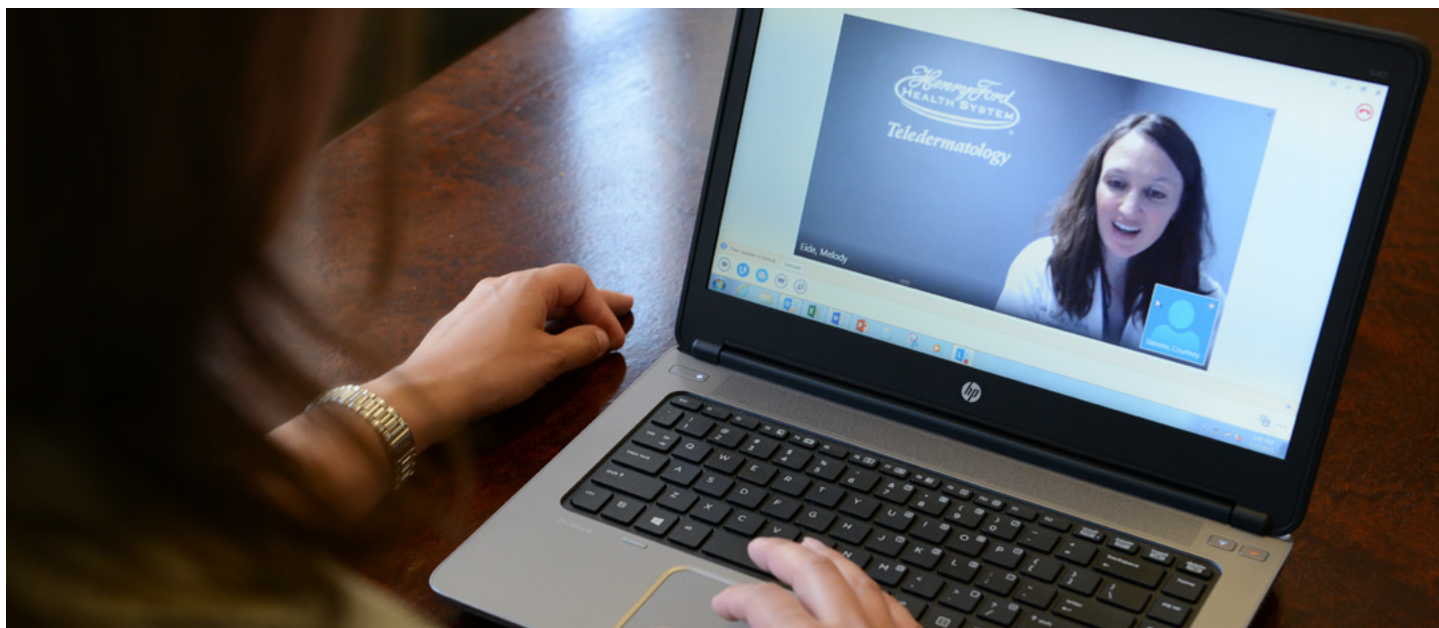




# AFFORDABLE, EFFICIENT CARE

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 it can manage the cost of care now and in the future.





## VIRTUAL PATIENT CARE EXPANDS

Virtual Care is a growing trend among patients being treated for a wide range of conditions and the list of specialties that provide the service is rapidly expanding. These “virtual visits” now are offered by 21 Henry Ford Health System specialties.

“I could come home for my lunch hour and get a video visit in and it was not inconvenient, it fit very nicely into my day,” says Timothy Schacht, a Henry Ford Cardiac Rehabilitation patient.

Henry Ford patients saved 71,664 miles, or 83.7 days of drive time through Virtual Care in 2017.

“This was an opportunity for me to further my health in a way that didn’t interfere with my life as much. I think really the thing that I was most happy with was the opportunity to do it, because I could not have done this if I had had to go elsewhere to have my rehab session,” says Schacht.

Virtual appointments are an option for many student patients who live outside the area and cannot always make it home for clinic visits. “Appointments are scheduled within specific blocks of time through MyChart,” says Jennifer Burgess, D.O., telemedicine physician, Department of Family Medicine, Henry Ford Medical Center – Commerce Township.

Dr. Burgess and her colleague Emmanuel Dizon, M.D., telemedicine physician, Department of Internal Medicine, Henry Ford Medical Center – Fairlane, discuss Virtual Care and its benefits for both patients and providers in this video: <https://bit.ly/2rLqE3C>.

“These visits are ideal for a wide range of patients with logistical difficulties. Virtual Care helps people to keep appointments they might otherwise have to cancel,” says Dr. Burgess.

The following Henry Ford service areas began offering “virtual visits” in 2017: Orthopaedics, In-Vitro Fertilization (IVF), Liver Transplant, Kidney Transplant, Urology, Neurosurgery, Neurology, Nephrology, Sleep Medicine, Oncology, Neurology, Gastroenterology, Obstetrics, Tobacco Treatment, and the Henry Ford ENHANCE Employee Assistance Program.


### VIRTUAL CARE BY THE NUMBERS

**In 2017, Henry Ford providers:**

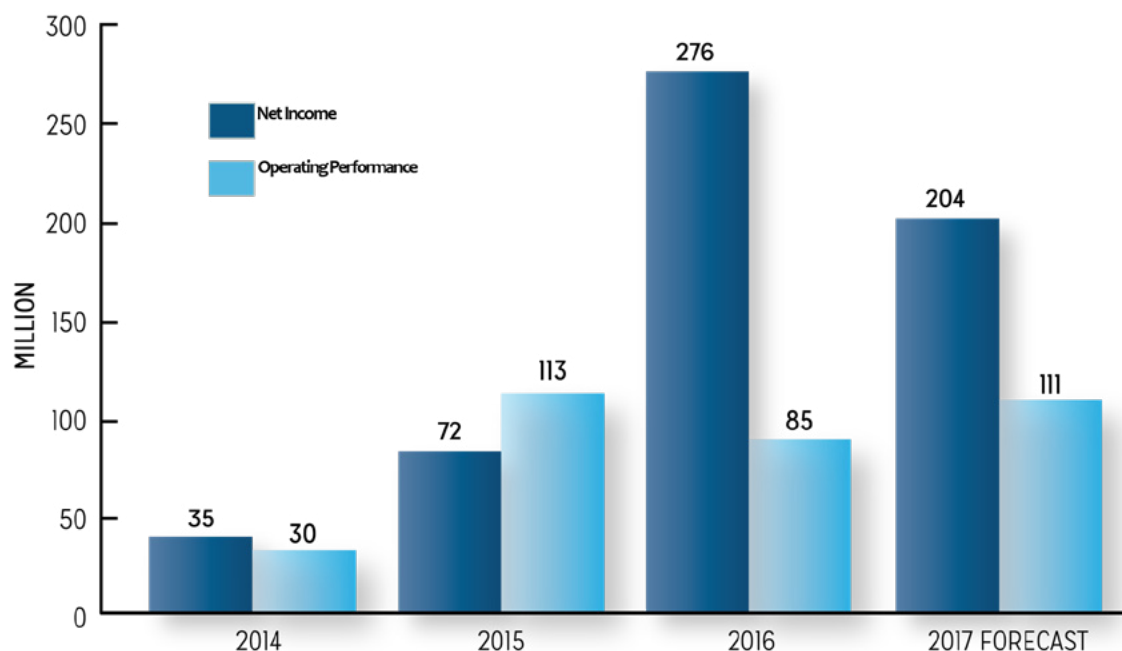
- Conducted 2,664 real-time video encounters.
- Led 2,072 store-and-forward (secure messaging) encounters.
- Saved 10,754 miles, or 16.2 days of drive time. Their patients saved 71,664 miles, or 83.7 days of drive time.



## 2017 Affordable Efficient Care Highlights

- Health Alliance Plan's (HAP) Medicare Advantage HMO improved its Centers for Medicare & Medicaid Services (CMS) **Medicare Stars rating** to 4.0, which will result in an estimated \$29 million CMS bonus payment for 2019. These bonus payments are important because they allow HAP to provide much needed products and services to its Medicare members.
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- Henry Ford's **Strength & Sustainability Plan** resulted in \$610 million in efficiencies over the past four years with \$179 million in value in 2017. Henry Ford is now embarking on a new cost reduction and growth plan called System Redesign & Transformation with a goal of achieving \$1 billion in savings over the next five years. This will be done through:
    - Operating and care model redesign
    - Business operations transformation and efficiency
    - Accelerating integration
    - Targeted growth
  - Standard & Poor's reaffirmed Henry Ford's **A rating** with a Stable Outlook.
  - Henry Ford had **positive financial performance** over the past three years, with a total net income margin of 3.4 percent and an operating margin of 1.8 percent.

### Improved Financial Performance



2017 includes a \$59 million impact of converting the investment accounting from available to sale to trading.



# DEVELOPMENT

## 2017 in Numbers

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- › \$35,674,952 in gift commitments
- › \$34,583,493 in cash revenue
- › 14,193 total donors
- › 5,306 first-time donors
- › 40 gifts more than \$100,000
- › 178 grant proposals submitted to foundations, with an acceptance rate of 83 percent, exceeding the industry standard of 25 percent
- › For every Henry Ford operational dollar provided, the Development Office hands back \$8.27





*Wellness Warriors: Deb Kaplan, fifth from left, and the West Bloomfield Wellness Warriors raised more than \$17,100 for Game on Cancer.*

## STRIDES TO FIGHT CANCER

When she crossed the finish line at the 2017 Detroit Free Press Marathon, Deb Kaplan had raised more than \$6,500 for Game on Cancer, and her team, the West Bloomfield Wellness Warriors, had raised more than \$17,100. Kaplan, an administrative partner at West Bloomfield Hospital, trained for months to run all 26.2 miles, while also encouraging family and friends to support Game on Cancer, a program that alleviates some of the hidden financial costs of cancer care, supports clinical programs, and funds groundbreaking research. “This was a wonderful team effort,” says Kaplan. “West Bloomfield is an amazing, compassionate community that cares.”

## TRANSFORMING RADIATION ONCOLOGY ACROSS THE WORLD

Today, doctors can aim radiation therapy directly at tumors while tracking them in real time and avoiding surrounding tissues through the ViewRay MRIdian Linac unit, an innovative and life-saving piece of technology now in service at Henry Ford Medical Center-Cottage Grosse Pointe Farms. Henry Ford is the first health system in the world to activate this new equipment and also performed the first treatment using the ViewRay in 2017 in Grosse Pointe. Thanks to a gift from William and Elizabeth Rands, more doctors will be trained on the use of the ViewRay, transforming radiation and oncology services for patients across the state and beyond. The Rands have been Henry Ford patients, friends, and supporters for more than 40 years, with William serving in significant roles on various boards including the Henry Ford Cancer Institute Advisory Board. The training and advanced uses of the ViewRay will be carried out under the direction of Benjamin Movsas, M.D., the chair of the Department of Radiation Oncology at Henry Ford Cancer Institute.



*Benjamin Movsas, M.D., with the ViewRay MRIdian Linac unit at Henry Ford Medical Center – Cottage.*

## COMBINING THE ARTS AND HEALING

With a passion for the arts and a keen eye as an interior designer, Lindsay Anderson knows how important the right space can be. In that spirit, Lindsay gave a generous gift to establish the Lindsay Anderson Healing Arts Curator Fund. This fund will support a curator for the Healing Arts program at Henry Ford Health System's new Brigitte Harris Cancer Pavilion, which is expected to open in early 2020. The Healing Arts Program creates a calming environment for patients, visitors and staff by integrating the creative arts and aesthetic experiences into the healing process.

Lindsay and her family share a long and enduring connection to Henry Ford Health System and Henry Ford himself. Lindsay's father was a longtime board member at Henry Ford Health System, and established the Wendell W. Anderson Chair in Cancer in honor of his father, Wendell W. Anderson Senior.

Last year, the Wendell W. Anderson Chair in Cancer generated close to \$52,000 to support two new clinical trials in lung and pancreatic cancer. In particular, the research has identified a gene therapy product named the Wendells virus that can greatly improve outcomes in patients with prostate cancer.

In these tremendous innovations, and through Lindsay's continued generosity, the Anderson legacy lives on.



*The Lindsay Anderson Healing Arts Curator Fund will support a curator at the new Brigitte Harris Cancer Pavilion, who will develop a comforting and appealing environment like this Healing Arts hallway at Henry Ford Macomb Hospital.*

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## A BRIDGE OF HOPE

Robert J. Vlasic made a generous gift of \$5 million to Henry Ford Health System to honor the memory of his late wife, Nancy. This remarkable gift will be recognized through the naming of The Nancy Vlasic Skyway, which will connect the Brigitte Harris Cancer Pavilion and Henry Ford Hospital over West Grand Boulevard. The Vlasic family shared that Nancy always offered fresh lemonade to guests in her home. In the same spirit of hospitality, a lemonade stand is being planned for one end of the Skyway.



*Bob and Nancy Vlasic*

Between 1976 and 1987, Robert Vlasic served on the Henry Ford Health System Board of Trustees, and was board chairman from 1983 to 1987. He was a dedicated volunteer and supporter of Henry Ford for more than 40 years. The connection between the Vlasic family and the health system has expanded to include several additional family members. With this gift, the Vlasic family bridges the historical significance of Henry Ford Hospital with the hope and promise the Brigitte Harris Cancer Pavilion will offer patients and families.





# SYSTEM GROWTH

Growth isn't just about numbers. It's about expanding strategically, and in ways that improve people's lives.

While much of Henry Ford's growth is visible and exciting, just as much is quiet and even behind-the-scenes. From creating a state-of-the-art cancer center, to offering more Virtual Encounters, to building a training center for health professionals, the System is growing by adding new facilities and new or expanded services, and rising to meet the ever-evolving needs of its patients and communities. Henry Ford is poised for the future and heading toward its True North – to be the trusted partner in health, leading the nation in superior care and value.

*One facet of System Growth at Henry Ford is Virtual Encounters, which brings patients and providers together for increased convenience and accessibility.*



## HENRY FORD – DETROIT PISTONS PARTNERSHIP: A SLAM DUNK

**When the Detroit Pistons were looking for a partner to keep their players healthy, they found their ideal match at Henry Ford Health System.**

In October 2017, the Pistons and Henry Ford broke ground on the Henry Ford Detroit Pistons Performance Center, located in Midtown close to Henry Ford Hospital and Little Caesars Arena.

Scheduled for completion in the summer of 2019, the center is the first of its type in the NBA, connecting a full-service sports medicine facility to the facility where the team trains.

“We will have every aspect of care housed in the Performance Center,” says Physician Lead Bill Moutzouros, M.D., whose extensive team of Henry Ford providers already cares for the Pistons and opposing team players. “Medical access at the Center will be unparalleled. We’ll be able to provide specialty services and care such as cardiology, psychiatry, physical therapy, ophthalmology and concussion care, and any type of radiology testing. Anything that an injured player needs, we will have.”

The building will become the Pistons corporate headquarters and a hub for the community. Expanded fitness, health and nutrition programming through the Pistons, NBA and Henry Ford will operate here. Aspiring athletes will look forward to youth basketball clinics and Pistons Academy basketball programs. Additional partners are expected to occupy space in the center – the first is Plum Market.

A dedicated team of Henry Ford Health System providers already works in concert with veteran Pistons trainer John Ishop to lead and support each player’s overall health and recovery from injury.

“Each player has at their disposal a unified group of physicians,” Dr. Moutzouros says. “The Center will maximize that relationship, assessments will be quicker and treatment will be initiated immediately, all in an effort to return the player to the lineup.”



## VIRTUAL CARE GROWTH

Henry Ford is adding convenience and accessibility through Virtual Encounters, now reaching 3 million per year. In 2017:

- Virtual Encounters saved patients and providers a combined total of 97.8 days of drive time.
- Providers fulfilled 2,662 real-time video encounters and 2,072 secure messaging encounters.
- 16 service areas launched Virtual Encounters, including orthopaedics, liver and kidney transplant, neurosurgery and neurology, and oncology, for a total of 21 specialties that offer Virtual Encounters.
- E- visits increased 157 percent.



## STATEWIDE REFERRAL 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 25 percent in 2017, and transfers greater than 50 miles increased by 28 percent. In addition, external referring physicians generated 21 percent more outpatient appointments.

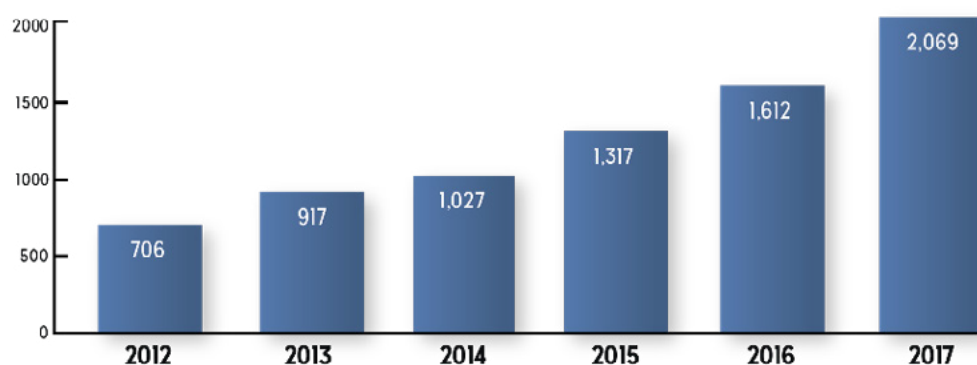


## CANCER INSTITUTE GROWTH

In 2017, the System's referral strategy helped the Henry Ford Cancer Institute achieve:

- 24 percent increase in new cancer cases
- 8 percent increase in medical record numbers (MRNs)
- 10 percent increase System wide in cancer patients originating from greater than 50 miles from a Henry Ford facility

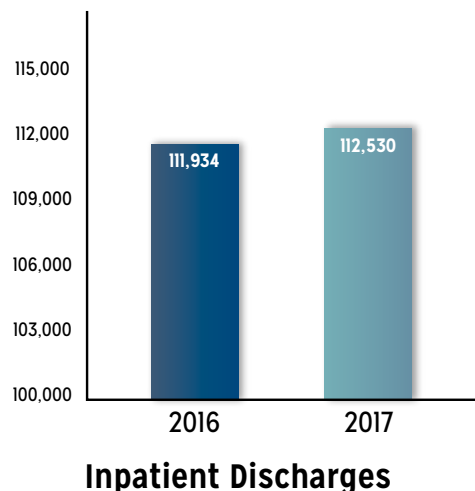
**TRENDED STATEWIDE GROWTH TRANSFERS GREATER 50 MILES**



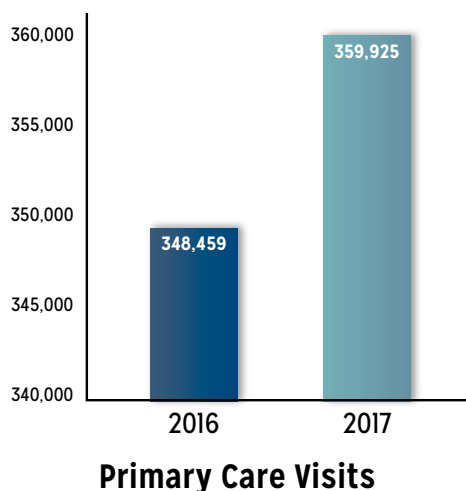
## PATIENT CARE GROWTH

Both inpatient discharges and primary care visits increased in 2017:

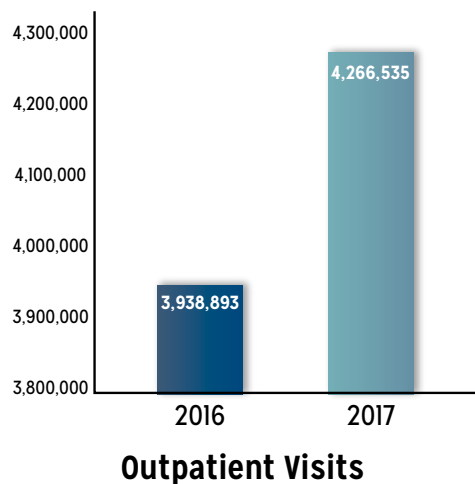
**112,530 Inpatient Discharges**



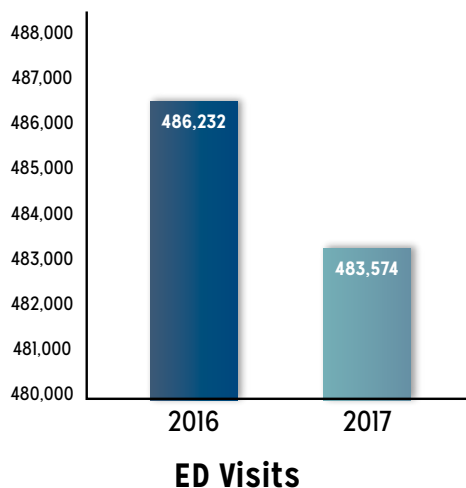
**359,925 Primary Care Visits**



**4,266,535 Outpatient Visits**



**Emergency Department visits decreased – a positive trend.**



## TRANSPLANT INSTITUTE GROWTH

The Henry Ford Transplant Institute growth included:

- Liver transplants increased to 111 in 2017, compared to 95 in 2016.
- Living donor kidney transplants rose to 49 in 2017, compared to 40 in 2016.
- Lung transplants grew to 26 in 2017, compared to 18 in 2016.

## ACO GROWTH

Accountable Care Organizations, or ACOs, are provider networks that come together to offer coordinated, high-quality care to Medicare patients:

- Henry Ford's Next Gen ACO in Southeast Michigan has 25,000 enrollees.
- The Affirmant ACO with Henry Ford Allegiance has more than 13,000 members.



## NEW CONSTRUCTION

### Brigitte Harris Cancer Pavilion



Henry Ford treats nearly 5,000 new cancer patients every year. Cancer cases are expected to increase 20 percent by 2025 and 40 percent by 2035. The Brigitte Harris Cancer Pavilion, scheduled to open in 2020, positions the System to meet increased need for cancer care locally.

### Henry Ford Allegiance Health

In a \$55 million investment, Henry Ford Allegiance Health began construction on:

- A new three-story patient tower that will add 59,000 square feet and 66 private rooms. Completion expected fall 2018.
- The Health Innovation and Education Center, a regional training center for health professionals, that will include simulation (SIM) rooms, a state-of-the-art control center, virtual exam rooms, classrooms, research space, and more, with a spring 2018 completion.



*In fall 2018, Henry Ford Allegiance Health will complete a new patient tower with 66 private rooms and 59,000 square feet of space.*

### Henry Ford Macomb Hospital

Henry Ford Macomb Hospital's \$37 million construction and renovation project for Surgery, Radiology and Cardiology continued in 2017. Construction of the new Pharmacy area was completed and work on the Catheterization and Interventional Radiology areas, seven new operating rooms, and Central Sterile Processing area was underway.

### Community Care Services

In September, Community Care Services transitioned to a new, high-tech Pharmacy Advantage site in Troy that uses robotics to ensure eco-friendly shipping of prescriptions, temperature monitoring during delivery, and expedited delivery.

## ADDITIONAL EXPANSIONS IN 2017

- Addiction Treatment Services are now available at One Ford Place in Detroit and Henry Ford Behavioral Health in Clinton Township, for a total of six locations.
- The Women's Pelvic Health & Continence Center added locations at Henry Ford Wyandotte Hospital and Henry Ford Medical Center – Troy, for a total of five locations.
- Henry Ford Medical Center – Milford officially opened in January 2017 and Henry Ford Medical Center – Waterford opened the following August.
- Henry Ford Medical Center – Richmond relocated to a brand-new building three times larger than the former location, and now offers Cardiac Rehabilitation, enhanced Radiology capability and more specialty services.
- No appointment is necessary at two new walk-in clinics, which opened at Henry Ford Macomb Health Center – Richmond and at the Orthopaedics clinic located at Henry Ford Medical Center – Columbus.
- Henry Ford Allegiance Health teamed up with the Henry Ford Cancer Institute to bring advanced cancer care to the Jackson area.
- A Henry Ford OptimEyes SuperVision Center opened in West Bloomfield; Port Huron and Lake Orion expanded their sites.
- The Henry Ford Pain Center opened at Henry Ford Medical Center – Pierson in Grosse Pointe.



*Henry Ford Medical Center – Richmond expanded to a brand-new building that is three times larger than its former location, and now offers more specialty services.*

## 2017 SYSTEM GROWTH AWARDS

For the fourth consecutive year, Henry Ford Health System was honored with the prestigious “Most Wired” Award by Health Care by Hospitals & Health Networks and the American Hospital Association. The System achieved “Advanced” distinction, a reflection of technology strategy and analytics in support of patient care across the System. *Turn to pages 48–50 for more 2017 awards.*



### System Growth Highlights

- Henry Ford Health System cared for 1.9 million people in 2017.
- Providers saw 151,603 new patients.
- Online appointments grew by 40 percent.
- 88,000 visits were made to Henry Ford's six Walk-in Clinics.
- 27,000 visits were made to Urgent Care.
- 30,000 calls were made to the MyCare Advice line, a 24-hour phone service staffed by registered nurses.
- 417,000 MyChart users can access lab and test results and make online appointments.
- 676,000 same-day appointments were scheduled.





# HAP ACCOMPLISHMENTS





*“My sister and I brought our mother into the HAP customer service department. Within a matter of moments, the representative had gotten us organized and had us filling out forms while helping our mother get her account squared away. Your representative took a great weight off all our shoulders that day. Her kindness, patience, thoughtfulness and amazing ability to relax us...was incredible!”*

## HAP Tops J.D. Power Rankings

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The J.D. Power 2017 Member Health Plan Study ranked HAP highest in member satisfaction among health plans in the Michigan region. This was the ninth win for HAP in the last 10 years. HAP was the top regional performer for coverage and benefits, cost, information and communication, and claims processing, and received the highest regional score among participating health plans.

## HAP Leadership Spotlight

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Terri Kline, president and CEO of HAP, completed first full year



Michael Genord, M.D., senior vice president and CMO, and continuing as president and CEO of HAP Midwest Health Plan



Mike Treash, senior vice president and COO



Richard Swift, was named CFO



## Tiered Plan for Jackson County

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HAP introduced a new tiered network health plan designed for Jackson County businesses and their employees. HAP Jackson Health Network Select is the result of a partnership between HAP, Jackson Health Network and Henry Ford Allegiance Health. Providers include approximately 4,000 physicians associated with Jackson Health Network and Henry Ford Physician Network, and facilities and programs affiliated with Henry Ford Allegiance Health and Henry Ford Health System.

## 4-Star CMS Rating

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HAP's Medicare Advantage HMO improved its Centers for Medicare and Medicaid Services (CMS) rating to 4.0, which will result in an estimated \$29 million CMS bonus payment for 2019. These bonus payments allow HAP to provide much-needed products and services to Medicare members.

## Reducing Readmission Rates

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- HAP's medical management team reduced Medicare Advantage HMO admits/1,000 (non-HFMG network) by 13 percent, and reduced Medicare Advantage HMO days/1,000 (non-HFMG network) by nine percent.
- The HAP Midwest Medicare-Medicaid Dual Program (MMP) serves 5,000 patients in Wayne and Macomb counties with chronic disease resulting in frequent hospitalizations. HAP provided tools and resources for patients to thrive outside of the hospital, and reduced the 30-day all-cause hospital readmissions for MMP members by 23 percent during 2017. This created \$400,000 in savings, which can be passed on to members.

## Geographic Expansion

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HAP expanded its sales area to include Hillsdale and Ingham counties, which extends reach in and around the important Jackson and Lansing markets.

## Financials Trend Upward

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Net operating income rose by approximately \$30 million compared to 2016, due primarily to improved administrative expense management. Further financial improvements are anticipated following withdrawal from the on-Exchange individual product market, renegotiated contracts with key customers and business partners, and implementation of new medical management programs.

## A \$0 Plan

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HAP introduced a \$0 premium Medicare Advantage plan that features benefits of the Silver&Fit® Exercise & Healthy Aging Program. The plan features a \$0 premium, \$0 copay for primary care doctor visits and \$0 for Tier 1 preferred generic drugs, along with a low deductible and first-dollar drug coverage.

## Free In-Home Vision Screening

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To help detect and combat adult blindness, HAP introduced in-home vision screenings for Medicare members with diabetes. These mobile diabetic retinopathy screenings are free for HAP's Medicare Advantage members.

## HAP Crim Festival of Races



HAP was title sponsor of Flint's signature event, the HAP Crim Festival of Races. This weeklong event in late August draws tens of thousands of participants and spectators, both locally and from around the globe. HAP also partners with the Crim Fitness Foundation on numerous initiatives, including in-school programming for Flint Public Schools students.

## Splash Bash

The Splash Bash water aerobics program is free and open to the public, and offered by HAP at recreation centers throughout southeast Michigan. Water exercise reduces stress on joints, making it ideal for seniors and people with limited mobility or chronic conditions.

## Keeping Little Feet Warm



A HAP-run program, Boots for Kids, has served low-income mid-Michigan families for more than a decade. About 1,000 pairs of boots are collected and donated annually to local nonprofits for distribution.





# COMMUNITY

Through strategic initiatives, neighborhood events and innovative programming, Henry Ford is building stronger, healthier communities.

Programs are inventive, offering tools and strategies that lead to long-term improvements in nutrition, fitness and well-being. Partnerships with other local health care providers and community organizations create synergy, strength and diverse opportunities. Henry Ford gets involved with support, leadership, and important financial investments that produce valuable community resources that can be shared and enjoyed for generations to come.

*Kimberlydawn Wisdom, M.D., senior vice president of Community Health & Equity and chief wellness and diversity officer at Henry Ford Health System, dances with Generation With Promise students.*



## IN AND AROUND DETROIT

Henry Ford and HAP are sponsors of:







## Providers Give Patients ‘Fresh Prescriptions’

At Henry Ford Hospital, Internal Medicine providers are writing “prescriptions” for fresh fruits and vegetables through the Fresh Prescription program.

Patients take their prescriptions to the Henry Ford campus farmer’s market where they meet with a dietitian, set goals, and receive a \$10 gift card for the market. They check in with the dietitian or health educator three more times, and the dietitian re-loads the cards for spending at designated markets and farm stands in Detroit. Because they visit local businesses, patients also interact in the community and support the local economy.

Brenda Williams participated in Fresh Prescription and months later, has continued to eat more fresh vegetables. “It was the nudge I needed. I’m diabetic and the dietitians advised me about different things that would be good for me. I tried asparagus and broccoli, and have continued to eat them. In the evenings, I used to eat a candy bar or some ice cream. Now I eat a veggie.” Williams reports her A1C levels improved and have remained lower.

Internal Medicine resident Jasmine Omar, M.D., says patients usually have one or more chronic conditions, like diabetes and high blood pressure. “Many chronic health conditions can be improved with small changes in diet and nutrition that address the underlying issue. With this knowledge, patients are able to better manage their conditions, now and in the future.”

### 2017 Fresh Prescription Participant Data

- 79 percent were better able to manage their overall health.
- 70 percent increased their daily intake of fruits and vegetables.
- 60 percent decreased the amount of unhealthy foods eaten daily.
- 53 percent decreased the number of sugary beverages they consume per day.
- A subset showed decreases in blood pressure and weight.

The program is part of a network of community partners. Visit [ecocenter.org/fresh-prescription](http://ecocenter.org/fresh-prescription). Plans for Fresh Prescription include building on a partnership with Detroit’s Eastern Market Corporation and potentially area grocery stores or farm stands to offer the program year-round and in additional areas.

## 2017 Community Highlights



More than 1,500 Henry Ford and HAP walkers raised \$292,513 at the **Kidney Walk**. Total walkers and volunteers at this event were 5,500, raising \$680,000 – an all-time high.

The System continues to improve birth outcomes in the city of Detroit through the **Women Inspired Network (WIN): Detroit**. Among participants in 2017:

- There were zero preventable infant deaths
- 100 percent of mothers initiated breastfeeding
- Average birth weight was just over seven pounds
- Average gestational age was slightly more than 39 weeks



**Generation With Promise** continues to promote health and wellness in Detroit and Wayne and Macomb counties, reaching more than 54,000 youth and adults in 2017. Almost 190,000 have participated since inception. Programming was funded, in part, by a \$100,000 grant from HFHS Foundation Board Member Gregory Jackson.

A partnership between **Henry Ford LiveWell** and **PistonsFit** brought more than 1,000 children wellness information through face-to-face programs held at schools and HFHS sites, including a healthy cook-off with Pistons players.



The **Path to Wellness**, a half-mile walking and cycling route located on the West Bloomfield Hospital campus, became an active part of the campus landscape in 2017.

In Jackson, **Henry Ford Allegiance Health** is working with other health providers and community organization leaders to change how the community delivers care and interacts with high-risk residents. Together, they are developing a screening tool and online system to identify residents who need assistance and connect them with housing, safety, food and utility resources.





**Health fairs and family wellness events** were held at Wyandotte's Brownstown and Macomb's Richmond medical centers and at sites throughout the system. Employees conducted health screenings at 76 different sites, reaching nearly 2,000 people across the tri-county area.

Henry Ford joined with St. John Providence and the DMC to develop a new healthcare industry training program through the **Detroit at Work Initiative**, with training provided by Focus: HOPE and the Oakland University School of Nursing Continuing Education.



A one-year pilot program in partnership with **Gleaner's Community Food Bank** provides on-the-spot emergency food bags to patients in need at three Henry Ford locations. Patients receive food bags bi-weekly for six months.



In partnership with **Kroger**, dietitian nutritionists take consumers who sign up on store tours to help them learn how to select healthy foods, read nutrition levels, and more.



## 2017 Community Awards

- Henry Ford Allegiance Health won the Governor's Service Award for Outstanding Volunteer Program.
- Henry Ford West Bloomfield Hospital was recognized by *U.S. News & World Report* for providing radio programming in the Aramaic language.

*Turn to pages 48-50 for more 2017 awards.*





# CLINICAL INNOVATION

Innovation is deeply ingrained at Henry Ford Health System, with creative, curious employees in every office and every unit of the organization.

Supporting and encouraging employees to develop their ideas has created a culture of discovery that is responsible for incredible advances. Providers are excited about becoming the first in the world to offer new technology. Research and discoveries don't end at Henry Ford, they are shared with the goal of consistently achieving better health outcomes for our neighbors at home and around the world.

*Members of the early rehabilitation team at Henry Ford Hospital with a prototype of their "high acuity walker." The team used the "MakeWell" space at the Henry Ford Innovation Institute, as well as the expertise of Innovations staff, to create a specialized walker to help ICU patients with ambulation.*





*Benjamin Movsas, M.D., chair, Department of Radiation Oncology at Henry Ford Cancer Institute (center), with Indrin Chetty, Ph.D. (left), director, Medical Physics Division, and Paul Jackson (right), radiation oncology therapist, in the control room using the MRIdian Linac radiation therapy system at Henry Ford Medical Center – Cottage.*

## First in World to deliver Radiation Therapy using Real-Time MRI Imaging

In July, the Henry Ford Cancer Institute was the first in the world to treat a cancer patient using advanced radiation therapy with FDA-cleared, real-time magnetic resonance imaging and linear accelerator delivery.

The MRIdian Linac by ViewRay, Inc. combines the effectiveness of MRI, which produces high-quality images of organs and structures inside the body, with a linear accelerator to map out a therapy plan and deliver radiation at the intended target, while allowing for refinements to be made in real-time during treatment. The result is a more accurate, precise treatment.

It can treat cancer anywhere in the body. The technology is available at Henry Ford Medical Center-Cottage in Grosse Pointe Farms and the first patient in the world was treated there for prostate cancer. Radiation oncologists were not only able to see the exact location of the prostate in real time as it was being treated, but also the neighboring normal structures, including the bladder and rectum.

Over the years, technology has improved the accuracy of radiation treatment while protecting surrounding healthy tissue. However, trying to accommodate for the natural movement of a tumor and the body's internal organs during treatment has been elusive. This next generation MRIdian Linac system is a novel radiation oncology technology that delivers:

- **Confidence in accuracy and precision.** Real-time MRI images and continuous soft-tissue imaging is done throughout the treatment, automatically targeting the tumor and surrounding organs, ensuring the beam hits the targeted treatment area.
- **Personalized treatment.** By continuously observing and assessing the patient's tumor and internal organs, clinicians can adapt in real time, reshaping the dose while the patient is on the table.
- **Real-time imaging.** When clinicians can clearly see the target and watch where the radiation is being delivered, they are better able to adapt to natural movement of the patient's anatomy. Doctors previously did not have the tools to see organs in real time to make changes during radiation therapy.



*The Genesis case opener is an innovation created by Henry Ford staff to quickly and easily open containers that store surgical instruments.*

## Henry Ford Innovation Institute



The Innovation Institute is rooted in a robust research and discovery program.

- More than 200 medical specialists are involved in more than 1,800 ongoing clinical research projects.
- Henry Ford Innovations offers all staff members the opportunity and resources to commercialize their ideas or simply improve patient care or their work environment. Examples are the high acuity walker (page 38) now being used in the Henry Ford Hospital ICU and Genesis case opener (shown above).
- Work in the Innovation Institute is resulting in licensing agreements for Henry Ford that translate into new revenue streams. Examples include:
  - New heart failure medication and heart failure device which have resulted in seven licensing agreements.
  - Development of cell-based research tools that enable researchers to generate custom model systems for their studies, which was recently licensed to Applied Biological Materials.
  - Culinary wellness recipes which have been licensed to be served at corporate food courts and other commercial venues in India.



## Global Program Enhances Healthcare Access in India, Saudi Arabia

Henry Ford's Innovations Global Program has executed license agreements for hospital development projects in the cities of Vellore, Kolkata, and Guwahati in India, and Riyadh, Saudi Arabia.

"We are leveraging HFHS know-how to help create world class hospitals in India and Saudi Arabia," says Mark Coticchia, vice president and chief innovation officer.

The multi-specialty hospitals are expected to open between 2018 and 2021. The first is Aldara Hospital and Medical Center in Saudi Arabia. It will focus on ambulatory care and is scheduled to open in 2018. Naruvi Hospital in Vellore, India, will be a 400-bed hospital and is projected to open in 2019. Hospitals in Kolkata and Guwahati, India, will follow by 2021.

Henry Ford's Global Program is a unique venture structured as a license agreement: Henry Ford licenses its know-how, intellectual property and brand, and in return, receives an annual royalty based on revenue.

"We create partnerships in countries like India and Saudi Arabia that face challenges with healthcare access. By applying proven practices, protocols, policies, and technologies to the existing healthcare infrastructure, we improve care in that area and enhance Henry Ford's international reputation," says Scott Dulchavsky, M.D., CEO of the Henry Ford Innovation Institute and chairman of Surgery at Henry Ford Hospital.



*Aldara Hospital and Medical Center in Riyadh, Saudi Arabia, will open in 2018 with a focus on ambulatory care.*



*Projected to open in 2019, Naruvi Hospital in Vellore, India, will be a 400-bed hospital and offer increased access to care.*

## 2017 Clinical Innovation Highlights

- Began using **HIPEC** procedure for abdominal cancers. HIPEC uses heated chemotherapy medications during surgery and can extend survival from months to years.
- Third in the world to employ **BASILICA**, a procedure used during a valve replacement operation to prevent coronary obstruction.
- First in the U.S. to complete more than **100 transcaval heart procedures**. The transcaval heart procedure was pioneered at HFHS and has a 98 percent success rate. It allows patients to avoid open surgery for heart valve replacement; HFHS received the Orloff Award from the NIH to recognize this outstanding achievement in the development of novel research tools.
- Regular use of **3D printing** for transcatheter mitral valve replacement. The 3D printed models of the mitral valve are used in surgery planning.



*Henry Ford uses 3D printed models and computer simulation of the mitral valve to plan heart surgeries.*

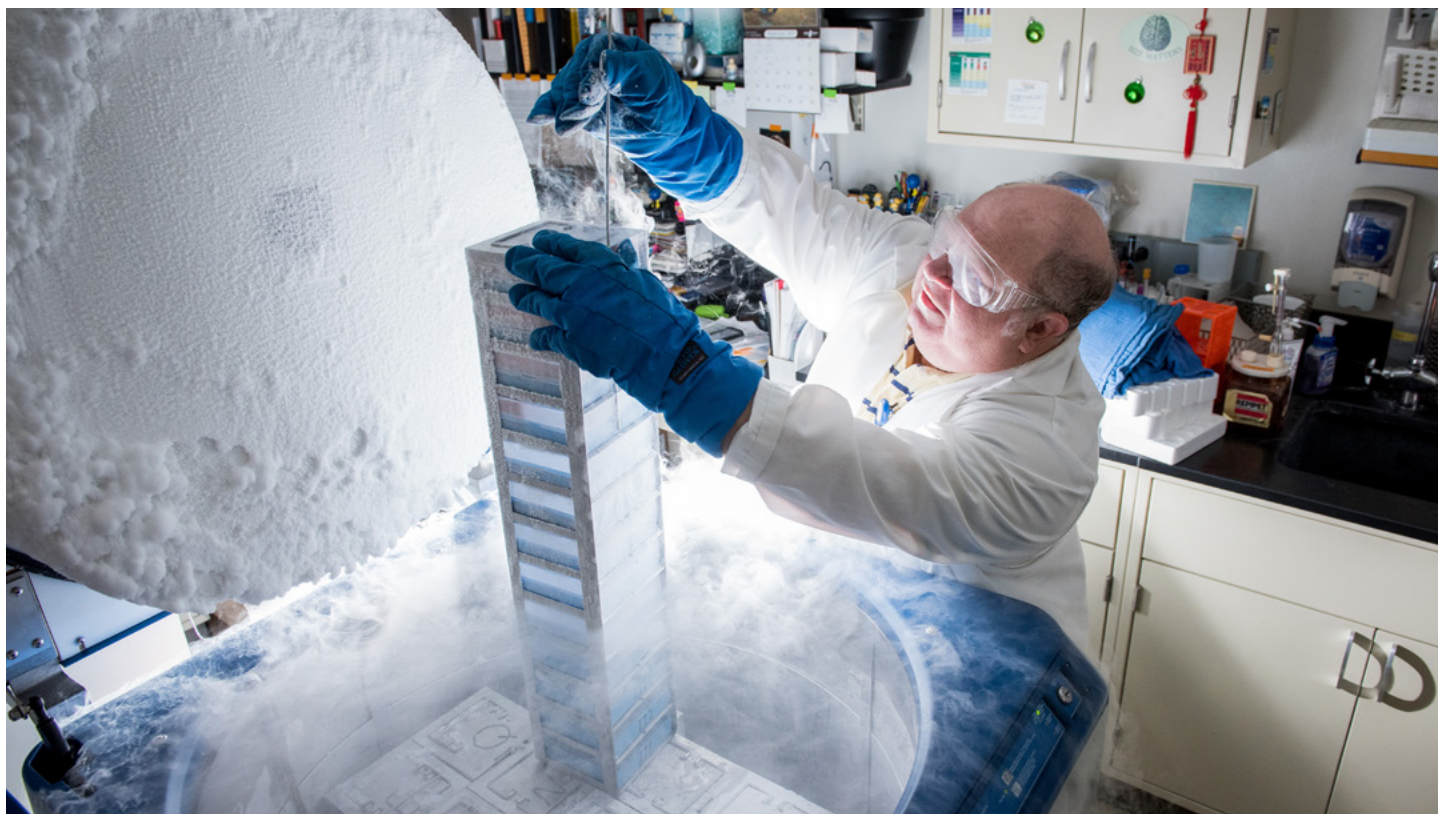


# BIOMEDICAL RESEARCH AND MEDICAL EDUCATION

In 2017, Henry Ford's Medical Research effort earned the highest amount of external funding awarded in the history of Henry Ford Health System.







## Henry Ford Health System has realized medical research funding growth every year since 2013.

- External grants and contracts for medical research reached exceeded \$94 million.
- Henry Ford ranks 4th among all institutions receiving National Institutes of Health (NIH) funding in Michigan and 175th in the nation (out of more than 2400 institutions) receiving NIH awards.
- In the state of Michigan, Henry Ford ranks:
  - 1st in non-university based health systems.
  - 4th after University of Michigan, Wayne State University and Michigan State University – universities with medical schools.
- Henry Ford is one of seven institutions in the U.S. to receive a NIH Precision Medicine Initiative research grant with more than \$3 million awarded in 2017. Other large increases in funding were in the Center for Health and Health Sciences Research, Public Health Sciences and Hematology/Oncology.

Total Research Awards	2017	2016
National Institutes of Health	\$28,267,218	\$22,175,757
Other Federal Awards	\$4,501,470	\$5,552,550
Pharmaceutical/Industrial Awards	\$58,140,945	\$51,679,941
State & Local Agency Awards	\$1,013,221	\$439,642
Foundation & Other Awards	\$2,274,646	\$2,707,884
<b>Total</b>	<b>\$94,197,500</b>	<b>\$82,555,774</b>



## Groundbreaking Precision Medicine Research: Be One in a Million



Imagine receiving medical treatment specifically based on your DNA, lifestyle, environment and preferences. Precision medicine is an approach to treating disease that Henry Ford researchers are embracing and helping bring to the world.

The National Institute of Health's (NIH) All of Us Research Program is a key part of developing precision medicine. It's a national effort that will create the largest U.S. health data resource ever: A gigantic pool of health information – a “population health laboratory” – available to all qualified medical scientists.

The NIH chose Henry Ford Health System as one of 10 All of Us Research Program sites. In the first six months, mid-June through December 2017, more than 1,000 people enrolled, from all over metro Detroit. Henry Ford strives to recruit 30,000 people over the next five years to help meet the NIH's goal of one million participants.

“All of Us introduces a new way to do research that is incredibly efficient,” explains Christine Cole Johnson, Ph.D., chair of the Department of Public Health Sciences. “Let's say there is a new cancer drug that might only work for people with certain genetic characteristics. Today, we'd need to scour the country for people who meet those criteria just to test the drug, which would take months or years. All of Us will do the genetics work in advance. Using the database, we could quickly find people who meet the criteria and ask if they would like to enroll in the study.”

Researchers collect data from participants for about 10 years. All data is kept incredibly secure and confidential, separated from identifying information.

*“This research program is so visionary and large that the promise of learning a lot more, a lot more quickly, is strong,” says Dr. Johnson. “It is organized and comprehensive, with great potential for helping medical researchers and doctors figure out causes and cures for disease.”*



## 2017 Medical Education Highlights

Henry Ford has one of the largest medical education enterprises in the United States, with highly regarded allopathic and osteopathic programs.



### Undergraduate Medical Education

More than 1,000 medical students System wide providing 2,700 rotations. Academic affiliations with Wayne State University and Michigan State University

### Graduate Medical Education

Approximately 1,000 residents and fellows from within and outside Henry Ford in more than 96 training programs at Henry Ford hospitals.

### Continuing Medical Education

More than 75,000 CME credits awarded to physician and non-physician learners.

- In 2017, the house officer wellness initiative was launched with a well-being survey available to residents and an addition of two "wellness days," allowing residents to take time off for their own physician appointments, family needs, and other personal business. Individual residency programs are developing initiatives to ensure that the **needs and well-being of residents** are being addressed throughout the year.
- The **Simulation Center**, a 12,000 square foot state-of-the-art virtual hospital, is visited by more than 10,000 learners annually to improve performance and reduce errors in patient care.
- Henry Ford's Simulation Center welcomed the **"SIM Man 3G"** – a patient simulator that actually breathes, sweats, blinks, vomits and can talk to create real-life medical situations for learners.

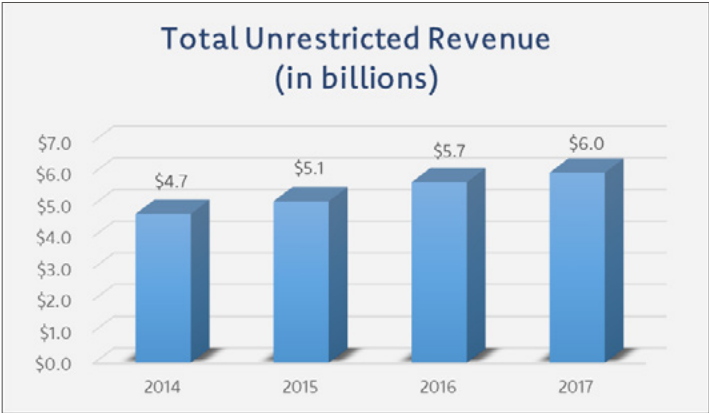


*Learners receive hands-on experience with the "SIM Man 3G," a realistic patient simulator, and part of Henry Ford's state-of-the-art virtual hospital, the Simulation Center.*

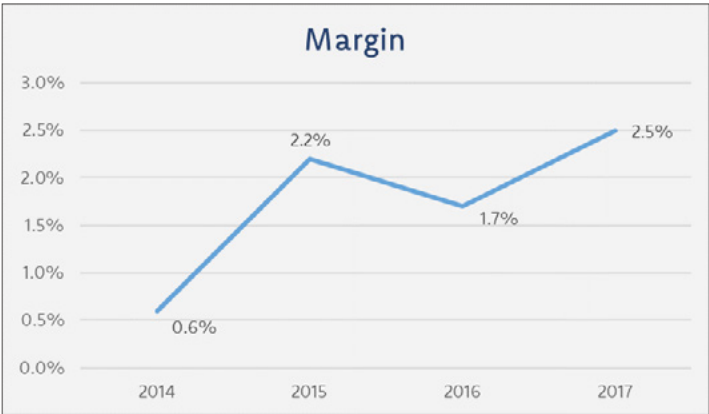
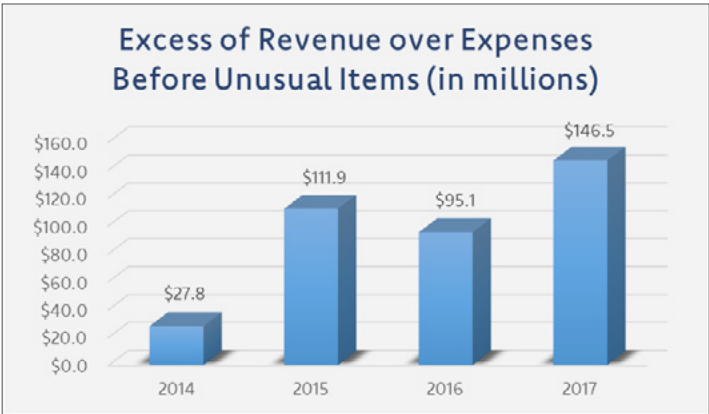


# 2017 FINANCIAL PERFORMANCE

For the 15th consecutive year, the System experienced positive revenue growth in 2017. The System is one of a handful of healthcare organizations nationally with both a strong provider organization and large insurance operations. Overall revenue increased by 4.8% in 2017. Revenue growth reflects a full year of Allegiance Health Group and Affiliates compared to nine months included in 2016 and the System's continued success in touching more lives.

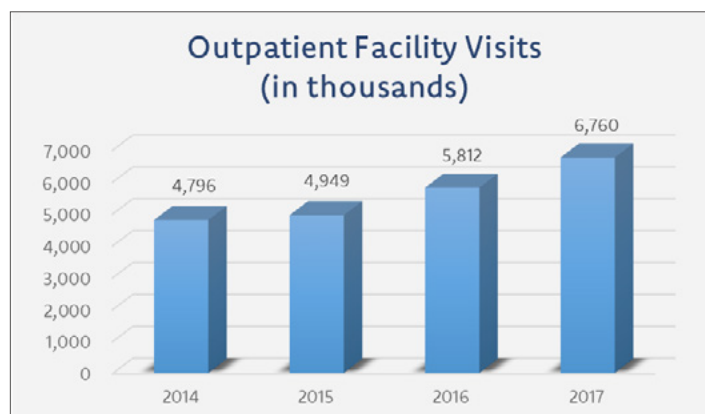
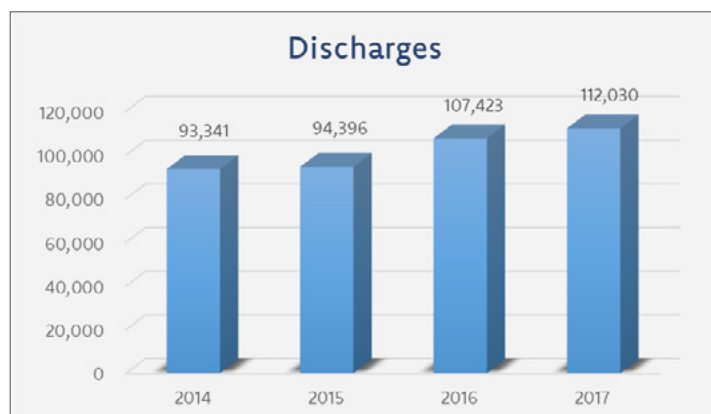


The System reported excess revenues over expenses before unusual items of \$146.5 million for the year ended December 31, 2017, providing a margin of 2.5%. Improved performance was the result of strong revenue growth for the provider segment and effective expense management. Improved operating performance provides resources to invest in facilities, equipment, and services.

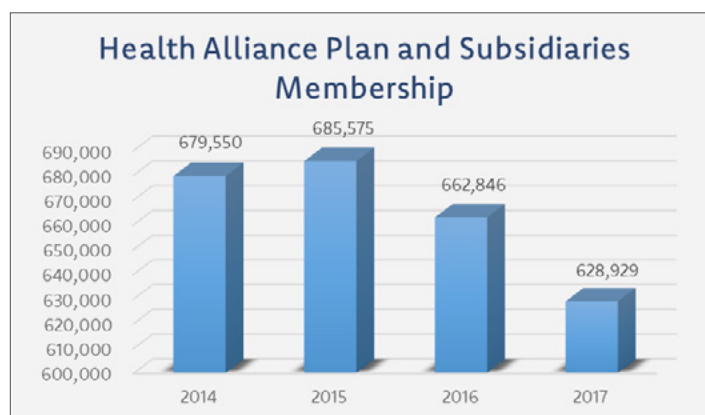




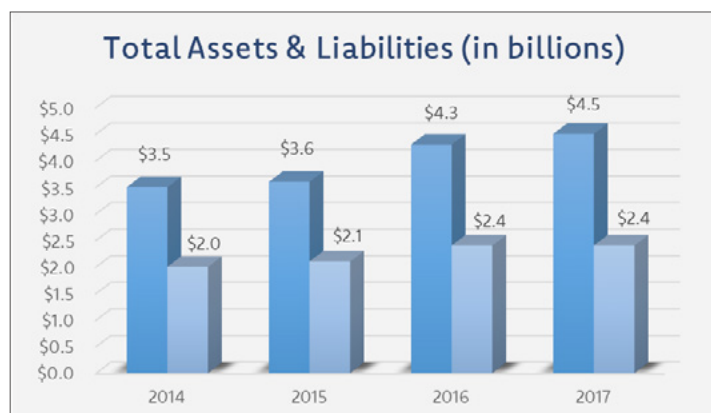
Inpatient discharges increased in 2017, primarily due to a full year of Allegiance Health Group and Affiliates. Outpatient services continue to grow dramatically due to a full year of Allegiance Health Group and Affiliates and as more care shifts to ambulatory settings.



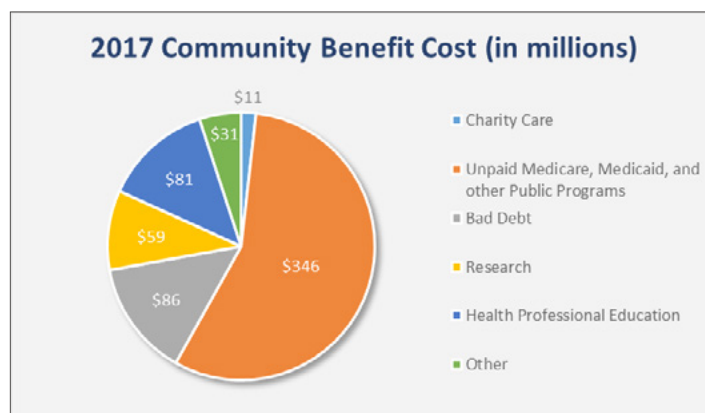
Health Alliance Plan membership decreased due to the fact effective January 1, 2016, Midwest Health Plan no longer participated in Medicaid plans for regions 9 and 10.



The System maintains a solid balance sheet. Total assets grew from 2016 to 2017 by 4.7% while liabilities remained relatively flat.



The System provided \$614 million total community benefit during 2017 including \$443 million of uncompensated medical care costs.



## 2017 AWARDS AND RECOGNITION

Throughout 2017, Henry Ford Health System, its business units, programs, physicians and employees, received numerous awards. System and business unit highlights include:

### System, Business Unit and Program Awards



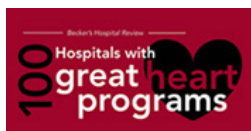
Henry Ford Health System, Diversity Focused Company, *Corp! Magazine*

*Hour Detroit Magazine*

- 200 Henry Ford Health System physicians voted “Top Docs”
- Henry Ford Cancer Institute, Excellence in Care Award for ViewRay MRI-guided radiation therapy



Henry Ford Health System, Top Health System in Diversity and Inclusion, *DiversityInc*



*U.S. News & World Report Awards*

- Henry Ford Hospital, Best Hospital, Ear, Nose & Throat
- Henry Ford Hospital, High Performing Hospital, Neurology & Neurosurgery
- Henry Ford Hospital, High Performing Hospital, Nephrology and Urology
- Henry Ford West Bloomfield Hospital, recognized for partnering with a local radio station to provide programming in Aramaic language



Health Alliance Plan (HAP), ranked highest in member satisfaction among health plans in the Michigan region, J.D. Power

Henry Ford Health System, Most Wired Award, American Hospital Association



Henry Ford Hospital and Henry Ford Macomb Hospital, Gold Plus and Honor Roll Elite Awards for Stroke Care, American Heart Association

Henry Ford Health System, Best and Brightest in Wellness Award

Henry Ford West Bloomfield Hospital, Hospital Patient Safety Award, Economic Alliance for Michigan



Henry Ford Allegiance Health volunteers, Governor’s Service Award, Michigan Gov. Rick Snyder

Henry Ford Health System, Davies Award of Excellence for Health IT, Healthcare Information and Management Systems Society



Henry Ford Health System, Best in Class: Top Ten Company for Recruitment, Representation, and Board Diversity, *Diversity MBA Magazine*



## 2017 AWARDS AND RECOGNITION



Henry Ford Health System, Excellence in Supplier Diversity Award, Great Lakes Women's Business Council

Healthgrades

- Henry Ford Wyandotte Hospital, America's 100 Best Hospitals
- Henry Ford West Bloomfield Hospital, Outstanding Patient Experience Award



Henry Ford Allegiance Health, A grade, and Henry Ford West Bloomfield Hospital, B grade, Leapfrog Hospital Safety Grades

Governor's Awards of Excellence, Outstanding Achievement Awards

- Henry Ford Health System, Improving Coordination of Care
- Henry Ford Hospital, Effective Reporting and Measurement
- Henry Ford Macomb Hospital, Henry Ford West Bloomfield Hospital, and Henry Ford Wyandotte Hospital, Henry Ford Hospital: Lowering the Risk of Infection



Henry Ford Macomb Hospital and Henry Ford Hospital, Best Hospitals for Nurses to Work for in Michigan, Nurse.org



Henry Ford Innovations, 58 Hospitals with Innovation Programs, *Becker's Hospital Review*

Henry Ford Cancer Institute, Three-Year with Commendation Gold Level accreditation, Commission on Cancer, American College of Surgeons



Henry Ford Macomb Hospital, Top Heart Hospital, *Consumer Reports*

Henry Ford Health System, HealthCare's Most Wired Award, *Hospitals & Health Networks* and the American Hospital Association



Henry Ford Wyandotte Hospital, Guardian of Excellence Award<sup>SM</sup> winner for Behavioral Health, Press Ganey

Henry Ford West Bloomfield Hospital, Exemplar Status, Nurses Improving Care for Health System Elders (NICHE)

Henry Ford Hospital, Top 50 Heart Hospital, Truven Health Analytics

Henry Ford Macomb Hospital, 100 Hospitals with Great Heart Programs, *Becker's Healthcare*



## 2017 AWARDS AND RECOGNITION

### Individual Awards

Many individuals, working on behalf of Henry Ford Health System, also received recognition at the state and national levels. While there are too many to showcase every individual award, a few highlights include:

**Mary Alice Annecharico, R.N.**, senior vice president and CIO (retired), 113 Hospital and Health System CIOs to know in 2017, *Becker's Hospital Review*

**Rana Awdish, M.D.**, director, Pulmonary Hypertension Program, and medical director, Care Experience, Henry Ford Health System:

- Physician of the Year, Press Ganey
- National Compassionate Caregiver of the Year, Schwartz Center for Compassionate Healthcare

**Denise Brooks-Williams**, president and CEO, Henry Ford Wyandotte Hospital, President's Award, National Association of Health Services Executives

Affirmant Health Partners Awards:

- **Eugene Berezovsky**, manager, Population and Practice Management Analytics, Henry Ford Health System, Knowledge Award
- **Matt Hussman**, director, Population and Practice Management Analytics, Henry Ford Health System, Knowledge Award
- **Amy Schultz, M.D.**, executive director, Population Health, Henry Ford Allegiance Health, Compassion Award

**Veronica "Ronnie" Hall, R.N., MSM, MBA**, chief nursing officer and Henry Ford Hospital's chief operating officer, Michigan Health & Hospital Association Healthcare Leadership Award

**Michael Harrison, M.D.**, 2017 Resident Academic Achievement Award, Council of Emergency Residency Directors

**Meredith Harper**, chief information privacy and security officer:

- 10 Top Women Chief Information Security Officers to Watch, CSO Online
- Difference Maker Award, SANS Institute

**Spencer Hoover**, vice president and executive director, Henry Ford Cancer Institute, 40 under 40 honoree, *Crain's Detroit Business*

**Wright Lassiter III**, president and CEO:

- 100 Most Influential People in Healthcare, *Modern Healthcare*
- Newsmaker of the Year, *Crain's Detroit Business*

**Mani Menon, M.D.**, director, Vattikuti Urology Institute:

- Menon Lectureship in Robotic Surgery and the Menon Medal for robotic surgery, North American Robotic Urology Symposium (NARUS)
- University Society of Scholars, Johns Hopkins University
- Featured in the Smithsonian National Museum of American History's new exhibition, *Many Voices, One Nation*

**Lisa Newman, M.D., MPH**, director, Breast Oncology Program, Henry Ford Health System, Health Care Hero, *Crain's Detroit Business*

**Dana Parke**, program coordinator, Global Health Initiative, "10 within 10" Award, Oakland University

**Bob Riney**, president, Healthcare Operations and COO, Distinguished Citizen Award, Boy Scouts of America

**Emanuel Rivers, M.D., MPH**, Emergency Medicine, John A. Rupke Lifetime Achievement Award, Michigan College of Emergency Physicians

**Kathleen Yaremchuk, M.D.**, Otolaryngology – Head & Neck Surgery, Citation Award, Triological Society



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