



# Capturing our Journey



SYSTEM REPORT 2018

# HENRY FORD HEALTH SYSTEM 2018 AT A GLANCE

**3**

BEHAVIORAL HEALTH  
FACILITIES

**5**

ACUTE CARE  
HOSPITALS

**19**

HENRY FORD  
OPTIMEYES  
LOCATIONS

**28**

OUTPATIENT  
PHARMACIES

**200**

CARE SITES

**1,900**

EMPLOYED  
PHYSICIANS

**1,950**

FUTURE PHYSICIANS  
IN TRAINING

**2,000**

ONGOING CLINICAL  
RESEARCH PROJECTS

**2,200**

HENRY FORD  
PHYSICIAN NETWORK  
PHYSICIANS

**9,500**

BIRTHS

**16,400**

HENRY FORD AT  
HOME HOME HEALTH  
CARE PATIENTS

**32,000**

TEAM MEMBERS

**75,000**

SURGICAL CASES

**115,000**

HOSPITAL  
ADMISSIONS

**236,000**

HOME HENRY FORD  
AT HOME VISITS

**570,000**

HEALTH ALLIANCE  
PLAN COVERED LIVES

**1.84 MILLION**

PRESCRIPTIONS  
FILLED

**1.9 MILLION**

PATIENTS/MEMBERS  
CARED FOR

**3.5 MILLION**

DIGITAL CARE  
INTERACTIONS

**3.7 MILLION**

OUTPATIENT VISITS

**\$53.5 MILLION**

IN PHILANTHROPIC  
CONTRIBUTIONS

**\$86.1 MILLION**

IN RESEARCH  
FUNDING

## DEAR COLLEAGUES AND FRIENDS:

The healthcare industry continues to change rapidly – a powerful convergence of rising consumerism, clinical innovations, digital advancements, healthcare reform, and an aging population. At Henry Ford, our aim is not to simply keep up with the world around us, but rather, to lead change by strengthening our commitment to innovation, listening to our customers, and transforming ourselves to meet their needs with agility and efficiency.

2018 was a year of great advancements – real, quantifiable changes to improve the lives of those we serve right here in Michigan. We expanded our physical boundaries, but also our virtual ones, announcing new medical centers and digital capabilities designed to bring care closer to home for many of our patients and members, and their families. A record amount of funding helped us launch or continue critical medical and public health sciences research. We designed and built innovative partnerships to offer unique access and control costs.

As we plan for the future, our vision continues to be clear: We will be the trusted partner in health, leading the nation in superior care and value. As you review this year's System Report, we invite you to celebrate with us as we highlight some of the efforts our 32,000+ team members have made, in partnership with our patients, members, and our community – to move us toward our True North.

Sincerely,



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



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



**Seated left to right:** Sandra Pierce, Chair, Henry Ford Health System Board of Directors; Wright Lassiter III, President and Chief Executive Officer, Henry Ford Health System; David Breen, Chair Elect, Henry Ford Health System Board of Directors.

**Standing left to right:** Robert Riney, President, Healthcare Operations and Chief Operating Officer, Henry Ford Health System; Adnan Munkarah, M.D., Executive Vice President and Chief Clinical Officer, Henry Ford Health System; Robin Damschroder, Executive Vice President and Chief Financial Officer, Henry Ford Health System; Seth Frazier, Executive Vice President and Chief Strategy Officer, Henry Ford Health System; Michael Genord, M.D., Interim President and CEO, Health Alliance Plan and President and CEO, HAP Midwest Health Plan; William Conway, M.D., Executive Vice President, Henry Ford Health System and Chief Executive Officer, Henry Ford Medical Group.

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A woman with dark skin and short, dark, curly hair is smiling broadly, her eyes closed. She is wearing a black t-shirt. The background is a blurred indoor setting with warm lighting and some blue structural elements.

**Angels  
Go To  
Work**

Psalm 103:20

## MISSION MOMENTS

The Henry Ford Mission – We improve people’s lives through excellence in the science and art of health care and healing – was evident in 2018 through the stories of our patients, members and our employees.





### **A Trip to Hawaii is in the Plan for Donald Robinson after Successful Colon Cancer Surgery**

A trip to Henry Ford for a ruptured appendix led to the detection of Stage 4 colon cancer, which had spread to his liver. Donald Robinson immediately met with surgeons, who removed all the cancer in a single, four-hour surgery. He continues to receive a CT scan every two months to detect any changes. “I love spending time with my grandchildren, fishing, working around the house and taking care of my yard and the garden,” he says. Robinson and his wife Zelda celebrated 40 years of marriage in 2018 and are planning a trip to Hawaii to celebrate.



### **Group Prenatal Care Program Contributes to Full-Term Pregnancy Success for April and Ava**

Before joining the Women Inspired Neighborhood Network: Detroit (WIN Network), which includes a prenatal care program, April had never carried a pregnancy to full term. She says the care, resources and support she received are why this pregnancy was different. “I know and truly believe it had a lot to do with the group prenatal care program,” she says. “We talked about everything that’s going on with our pregnancies. The Community Health Worker helped me out with a lot of things, they had a lot of different resources for me and my family.” Baby Ava was delivered full term and is growing and doing well.



### **Georgio Maggiorino Celebrates Seven Years Post-Transplant along with Transplant Institute’s 50-Year Anniversary**

Georgio Maggiorino received a multivisceral transplant in 2010, and in 2018, celebrated his own anniversary along with the Henry Ford Transplant Institute’s 50-year anniversary. After cancer had advanced from his liver to multiple organs, a team of transplant specialists removed his liver, pancreas, stomach and small intestine and replaced them with donor organs. “I have a normal life,” says Maggiorino. “Look at me. I’m alive. It’s been seven years, and I’ll be here for the next seven years.”



### **Erin Welch's Family Continues to Grow following Liver Tumor Embolization and Ablation**

After discovering she had liver tumors while pregnant, Erin Welch was referred by a family friend to Henry Ford. "Finding out you have a tumor anywhere is a frightening experience," she says. Treatment began with embolization (a procedure designed to stop blood flow to the tumor cells), followed by ablation (in which heat from radio waves destroys the tumor cells with pinpoint accuracy). Today, Welch has an active lifestyle and is raising her one-year-old daughter, Lily. She and her husband Nate are anxiously awaiting the arrival of their second child.



### **Sherry Murphy Puts Health First After Heart Attack**

A heart attack brought Sherry Murphy to Henry Ford Health System, where doctors placed three stents into her heart. Following her hospital stay, Murphy enrolled in the cardiac rehabilitation program, where she realized, "My new frame of mind took me away from just existing and really helped me pay attention to everything – how I was eating, the calorie content of foods and ways to cook foods for a healthier lifestyle." She became more active and today, puts her health first. "When I came out of the hospital, life began again," she says.



### **Gill Doyle Teams Up with his Neuro-oncologist to Run a 5K after Glioblastoma Surgery**

Eight days after a splitting headache brought him to the ER, Gill Doyle had surgery at Henry Ford's Hermelin Brain Tumor Center to remove a cancerous tumor from his brain. A team of physicians coordinated treatment for his Stage 4 glioblastoma. Today, he is back to work, playing golf, raising his four children with his wife Jennifer, and running. In September 2018, Doyle ran in a 5K alongside his daughter and his neuro-oncologist, Tobias Walbert, M.D. (at left, in photo). "I have had so much support from friends and family. Life has been fantastic," says Doyle.





### **Non-Surgical Shoulder Repair Returns Cyndy Lambert to an Active Lifestyle**

After a torn rotator cuff and injury to her shoulder's acromioclavicular joint, Cyndy Lambert was unable to be as active as she liked to be and to play her favorite sport, tennis. But she didn't want surgery that would involve a lengthy recovery. Henry Ford Orthopedics recommended outpatient shoulder surgery and repair of the rotator cuff tear with a bio inductive collagen patch – a newer procedure with a much shorter recovery time. "I was amazed at how quickly my recovery progressed. I not only resumed an active lifestyle within weeks, I did it with only ibuprofen for pain," she says. "I will always be grateful this surgical option was available." Less than two weeks after surgery, Lambert was walking her dog, Woody, and three months after that, returned to playing tennis.



### **Henry Ford News Highlights**

Check out some of Henry Ford Health System's top news highlights from 2018 at:

**[www.HenryFord.com/InTheNews2018](http://www.HenryFord.com/InTheNews2018)**



# True North



## STRATEGIC VISION

With an innovative spirit that is part of Henry Ford Health System's rich history, the System embraced a new vision and strategic plan in 2018, leading the organization closer to its True North. Henry Ford's True North is its vision: We will be the trusted partner in health, leading the nation in superior care and value.

## STRATEGIC PLAN THEMES



### Differentiated Care & Experience, Every Time

Henry Ford will provide a truly differentiated experience through a transformed customer journey with System Redesign & Transformation initiatives and High Reliability programs.

### Highest Performing Networks

Health Alliance Plan (HAP) and Henry Ford are growing their core patient network through expansion of Medicare Advantage, direct-to-employer contracts and other value-based arrangements. A focus on improving covered-life performance – quality, service and affordable care – is of critical importance to improving the overall health and wellness of the communities Henry Ford Health System serves.

### World Class Service Lines

Henry Ford began integrating its cancer service line in 2018, making it easier for patients to access services, regardless of where they live. The team at the Henry Ford Cancer Institute developed and implemented comprehensive care pathways, from diagnosis to treatment to survivorship, that support every phase of the patient's journey. Orthopedics, heart and vascular, neurosciences and primary care service lines have been identified for future phases.

### Local Market Leadership

Through integrated market plans, Henry Ford has identified opportunities to expand services across the region, including new medical centers, higher acuity care closer to home, and increased community health services.



### Transformative Partnerships

Henry Ford will seek to grow scale and market share by doubling its footprint from two million to four million lives, enhancing its academic foundation, and partnering with new sources.

### Inspired People, Extraordinary Place to Work

Building on the talents and diversity of its communities, Henry Ford is transforming its culture to be an extraordinary place to work.



# PERFORMANCE

True North is Henry Ford Health System's vision: We will be the trusted partner in health, leading the nation in superior care and value. Patients and members are at the heart of that vision, and team members focus on delivering care within the four True North domains:

- Safest Care and Best Outcomes
- Exceptional Experience
- Affordable, Efficient Care
- Compassionate, Committed People





## SAFEST CARE AND BEST OUTCOMES

By designing patient safety into every facet of care, Henry Ford strives to improve patient outcomes. Leadership and team members are empowered to create an environment that is free of medical errors.



### **Robotic System Enables Pharmacists to Dedicate Extended Time to Personal Patient Interactions**

In 2018, Pharmacy Advantage implemented a fully automated, robotic dispensing system that can fill 2,500–3,000 prescriptions in eight hours. More than 236,000 prescriptions were filled in the first year, with a dispensing error rate of zero. Pharmacists and pharmacy staff use the time they gained for one-on-one patient interactions. Through personal calls, staff talk with patients to make sure they understand how to take their



medications, are taking them correctly and refilling them on time – improving health and decreasing hospital readmissions.

In addition, a collaborative Transitions of Care program brought Henry Ford Inpatient and Outpatient Pharmacy and Pharmacy Advantage together for Henry Ford Transplant Institute patients. Patient medication refill rates are carefully monitored, along with lab results, to alert physicians and patients of missed refills, doses, and other concerns.

## System Redesign and Transformation

Robust, system-wide clinical teams, consisting of physicians, nurses, frontline staff and leaders, focused on improving key areas in 2018, including obstetrics, neonatal, spinal fusion, and hip and knee care. Teams also improved care coordination and reduced mortality and morbidity for patients with congestive heart failure (CHF), sepsis and C. difficile infection. C. difficile rates declined notably, from an average in 2016 of 5.5 cases/10,000 patient days to just 3.3/10,000 in 2018.

### Henry Ford Allegiance Health Reduces Sepsis

Due to ongoing efforts, mortality rates for sepsis at Henry Ford Allegiance Health are far lower than the national average. To augment these life-saving efforts, a 19-bed Sepsis Unit was opened in December 2017. In one year, the length of stay for all sepsis diagnoses dropped from 6.0 to 4.9 days. This specialized unit is one of only a few in the United States.

### System Providers Tackle the Opioid Crisis

Henry Ford effectively reduced the number of opioids prescribed to non-cancer patients by 29 percent by the end of 2018. Medical providers participated in pain management training, developed guidelines and strategies, and expanded pain management treatment to include alternative therapies, referrals, enhanced rehabilitation therapies and behavioral health services. The electronic medical record system (Epic) was integrated with the Michigan Automated Prescription Service (MAPS), and together with electronic safety tools and analytic measures, the System continues to accurately monitor and review opioid prescribing across the organization.

### Henry Ford Allegiance Health Recognized

Henry Ford Allegiance Health was recognized by The Joint Commission as a 2018 Pioneers in Quality™ Solution Contributor for its contributions to electronic clinical quality measure (eCQM) data for quality improvement in health care. Out of 3,200 Joint Commission-accredited hospitals that reported 2017 data, Henry Ford Allegiance Health is among only 25 that were recognized in 2018 for embracing new technology to submit data about the care it provides to patients.



### Nursing-Driven Initiative Reduces Fall Risk

Every year in the U.S., between 700,000 and 1 million people fall while in the hospital. To reduce the possibility of falls at Henry Ford, a nursing-driven effort led the System to incorporate the Hester Davis algorithm into the electronic medical record system. This tool predicts patients at risk for falls, then helps staff prevent them by adding specific interventions, individualized for each patient and adjusted in real-time based on the patient's condition. In the first three months, falls with injury were reduced at Henry Ford Hospital by an average of 46 percent, with one month reaching a 72 percent reduction.

### Leaders Focus on Safety and Communication

In 2018, 1,900 leaders were trained on Leader Behaviors and Error Prevention Tools. Two effective strategies employed throughout Henry Ford Health System to improve patient and employee safety are:

- **Daily Safety Huddles:** 30-minute Safety Huddle meetings are held daily at all hospitals, and have spread to many ambulatory sites. Gathering in person, team leaders from every area report on and resolve critical issues that could affect patient and employee safety.
- **Lean Daily Management:** Visual boards located on units focus on improving a specific aspect of care that affects quality and performance. Data is measured and tracked and boards are updated daily. Team members meet ("huddle") every day to address what went right and what can be improved based on the data collected.





## EXCEPTIONAL EXPERIENCE

Henry Ford strives to make all experiences with the health care system exceptional. These 2018 initiatives are a few examples of how the System embraces opportunities to lift care beyond ordinary.



### Henry Ford Delivers Groceries for Health Promise

Nutrition is key to improving health. In 2018, more than 300 patients received food through a unique pilot program called Henry's Groceries for Health. The program addresses food insecurity, and was offered at four Henry Ford clinics in partnership with Gleaner's Community Food Bank. Ninety-six percent of participants said the packages met their food needs, and 82 percent continued with the program for the full year. The packages introduced recipients to new foods and preparation techniques that reduce fat, sodium and sugar. Preliminary outcomes show decreases in emergency department visits and hospitalizations. The impact of this program on clinical outcomes such as blood pressure rates, diabetes control, and weight management is currently being evaluated. Patients also enjoyed the food and the experience.

*"I'm used to being disappointed and let down. They (program staff) always called ahead and they were always on time and they made me feel good. They really cared and that made me feel better about myself." – Fiona*





### Customized Patient Experience with SONIFI

Inpatients at Henry Ford hospitals now can receive customized instructions and educational material based on their electronic medical record. SONIFI automates content based on the patient's condition, creating reliable, consistent and individual information that patients can access conveniently from their rooms through the TV or tablet. Brigham & Women's Hospital, after using SONIFI, revealed that 89 percent of patients said using the SONIFI Health system improved their education.

### Comprehensive Care Centers Focus on Patients with Complex Conditions

Henry Ford's two Comprehensive Care Centers offer patients with multiple complex chronic conditions longer appointments (usually one hour), 24/7 access to providers, and same-day access to advanced treatment of disease exacerbations. Many on-site resources are available, including integrated case management, pharmacist medication review and community health worker support. In 2018, the Comprehensive Care Centers, located at Henry Ford Medical Centers Detroit Northwest and Taylor, showed a:

- 22 percent decrease in inpatient admissions
- 27 percent decrease in Emergency Department utilization
- 17 percent decrease in readmissions

The Centers achieve these success rates by ensuring continuity of care for patients who require a more intensive form of primary care services. Data provided by Press Ganey shows a very positive patient experience, indicating 98 percent are likely to recommend the Comprehensive Care Center, 97 percent feel the provider listens carefully and 100 percent said they received an appointment as soon as it was needed.



### Center for Reproductive Medicine is Selected a Cigna Infertility Center of Excellence

The Henry Ford Center for Reproductive Medicine in Troy was selected as a Cigna Infertility Center of Excellence, recognizing it as a top-performing infertility program that provides quality care, an exceptional experience and cost-efficiency.

### **HAP and Oak Street Health Partner to Offer Older Adults a New Option**

Health Alliance Plan (HAP) partnered with Oak Street Health to offer older adults with Medicare and Medicaid a new way to manage their health. Comprehensive primary care services include: transportation to office visits, 24-hour access to a physician, flexible scheduling, more personal time with doctors, invitations to community health and wellness events and a dedicated care team to coordinate the health needs of mature patients. Five Oak Street Health centers are located in Detroit, Inkster, Hazel Park and Southgate, with two more opening in Flint in 2019.



### **C.A.R.E. Program Strives to Make Caregiving Easier**

In 2018, more than 180,000 patients identified a family caregiver, who was then included in their medical record. The C.A.R.E. Program (Caregiver Assistance, Resources and Education) expanded its monthly support groups to six locations, hosted 14 art therapy sessions for caregivers and established the Caregiver Concierge to offer no-cost consultations for resources, connections and support with a member of the C.A.R.E. Program staff. Program staff gave out 800 caregiver binders at no cost to help make caregiving easier.



### **Patient Feedback Shapes Direction and Focus**

More than 390 trained and active volunteer patient and family advisors evaluated new and ongoing Henry Ford programs and projects, offering valuable insight on how to improve them from a patient's perspective. The advisors reviewed research projects, services, policies and procedures, operated as e-advisors in an online capacity, and gave their feedback in person through focus groups and Patient Family Advisory Councils.



## AFFORDABLE EFFICIENT CARE

Henry Ford's vision is to lead the nation in superior care and value. Keeping the vision in sight, these are a few of the System's initiatives focused on making care more efficient and affordable.



### Emergency Disposition Service Care Coordinators Support Patients after Discharge

At the end of 2018, Emergency Disposition Service Care Coordinators were located at six Henry Ford Emergency Departments to ensure safe discharges home and smooth transitions to outpatient care. These professionals coordinate next-day primary care, appointments with specialists, diagnostic testing, and can even call in a community paramedic to assist the patient home and schedule home visits. Positive results include a greater than a 90 percent success rate for follow-up appointments and two percent decrease in observation stays.

### Network Achieves Smoother Hospital-to-Nursing Facility Transitions

After years of collaborative planning with a group of skilled nursing facilities, Henry Ford launched the preferred Post-Acute Network in January 2018. Patients benefit from care that is closely supervised by a team of case managers and a surveillance specialist. Participating nursing facilities work together with the health system to meet certain expectations and performance measures for safe, seamless transitions between hospitals and nursing facilities. Positive results include shorter hospital stays and improved follow-up care, demonstrated by an increase in follow-up appointments.

### Henry Ford Physician Network (HFPN) Expands Care Options

Preparing for the first ever direct-to-employer contract in Michigan, the Henry Ford Physician Network (HFPN) made a concerted effort in 2018 to add physicians to accommodate additional members covered. The new GM ConnectedCare value-based contract that started in January 2019 ignited interest in membership in the HFPN, adding more than 400 new private practice physicians from five physician organizations. Those physician organizations with more than 50 primary care providers have the opportunity to sit on the HFPN Board to increase collaboration.

### M\*Modal Revolutionizes Clinical Documentation

Henry Ford Health System expanded clinical documentation capabilities through M\*Modal's voice recognition technology, making a provider's notes immediately available in a final status. Because it is compatible with Epic, Henry Ford's electronic medical record (EMR) system, provider notes are high quality. The real-time technology is expected to decrease transcription reliance, lower costs and improve access to clinical documentation, enhancing the quality of patient care.

### Health Alliance Plan (HAP) Gains Medicare Market Share

HAP created a new \$0 Medicare HMO plan and offered cost-saving benefits for its Medicare members that included an over-the-counter allowance, Florida visitor/travel benefit, \$0 annual physical exam, \$0 telehealth services and enhanced vision, dental and hearing benefits. HAP's Medicare Advantage market share increased for the first time since 2010. Focusing on the important Medicare population, HAP saw a 92 percent improvement in Medicare Advantage sales over the previous year.



## COMPASSIONATE, COMMITTED PEOPLE

Henry Ford Health System is proud of the thousands of compassionate, committed team members who help improve people's lives every day. System employees and physicians are dedicated to patient care, and often give their time and financial support to make a positive impact in the communities Henry Ford serves. The following are highlights of this heart-felt work from 2018.



### **An Avenue for Escape from Human Trafficking**

Michigan has the sixth highest rate of reported human trafficking cases among all states (National Human Trafficking Hotline). Danielle Bastien, DNP, APRN, FNP-BC, Henry Ford Hospital, took on this issue for a doctoral project, then created formal training and hospital policy for all emergency room doctors and nurses across the System. She discovered 90 percent of trafficked victims have direct contact with healthcare providers, but fewer than one percent are identified in a healthcare setting. By developing guidelines and assessment tools for nurses and a mechanism to connect potential trafficking victims with a Henry Ford social worker, Bastien and Henry Ford emergency department staffs have made a difference: In one year, the System helped 17 victims, including four minors, escape the world of human trafficking.

### **HAP Move Fuels Collaboration**

More than 1,100 HAP employees moved to a newly renovated building in Troy, gaining greater opportunities for collaboration between employee teams, customers and business partners in a more flexible space. HAP headquarters remains in Detroit, in close proximity to Henry Ford's services in the Midtown, Downtown, and New Center areas. An additional HAP facility is located in Flint.



### **Collaborating with the Community to Collect FreeBikes4Kidz**

Henry Ford partnered with FreeBikes4Kidz, operating collection centers at 23 Henry Ford Medical Centers and two Health Alliance Plan offices in October to collect 80 percent of the organization's overall goal of 1,000 bikes. Employee volunteers offered hands-on help, and the System provided financial and logistical support to the community organization, which provides bikes and helmets to kids unable to buy their own.



## Power of One Award Winners Exemplify Compassion and Commitment

The Power of One Award is given to a team member who has created or demonstrated excellence in exceeding patient and customer expectations. It recognizes an individual who is a role model and inspiration, an individual who encourages and challenges others to achieve an exceptional experience for patients, members or other customers.



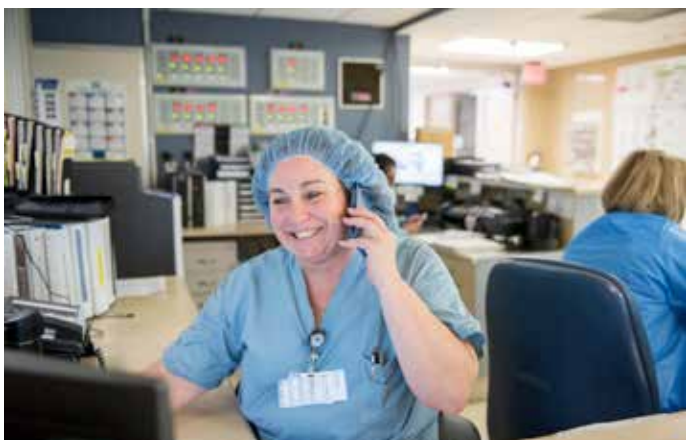
### **Wilma Moore Offers Exceptional Customer Service to Team Members**

“I believe when people come to Employee Health they should feel welcome. People don’t necessarily want to come here, so we need to make them comfortable,” says Wilma Moore, employee health program assistant. She coordinates pre-employment health screens and calls it more of a “concierge service” and a way to make a great first impression. Due to her efforts, employees have the convenience of on-site flu shots. Moore embodies the concepts of radical convenience and exceptional customer experience with new and existing colleagues to ensure their health and safety.



### **Terrie Colvard, R.N., Empowers Patients to Make Treatment Choices**

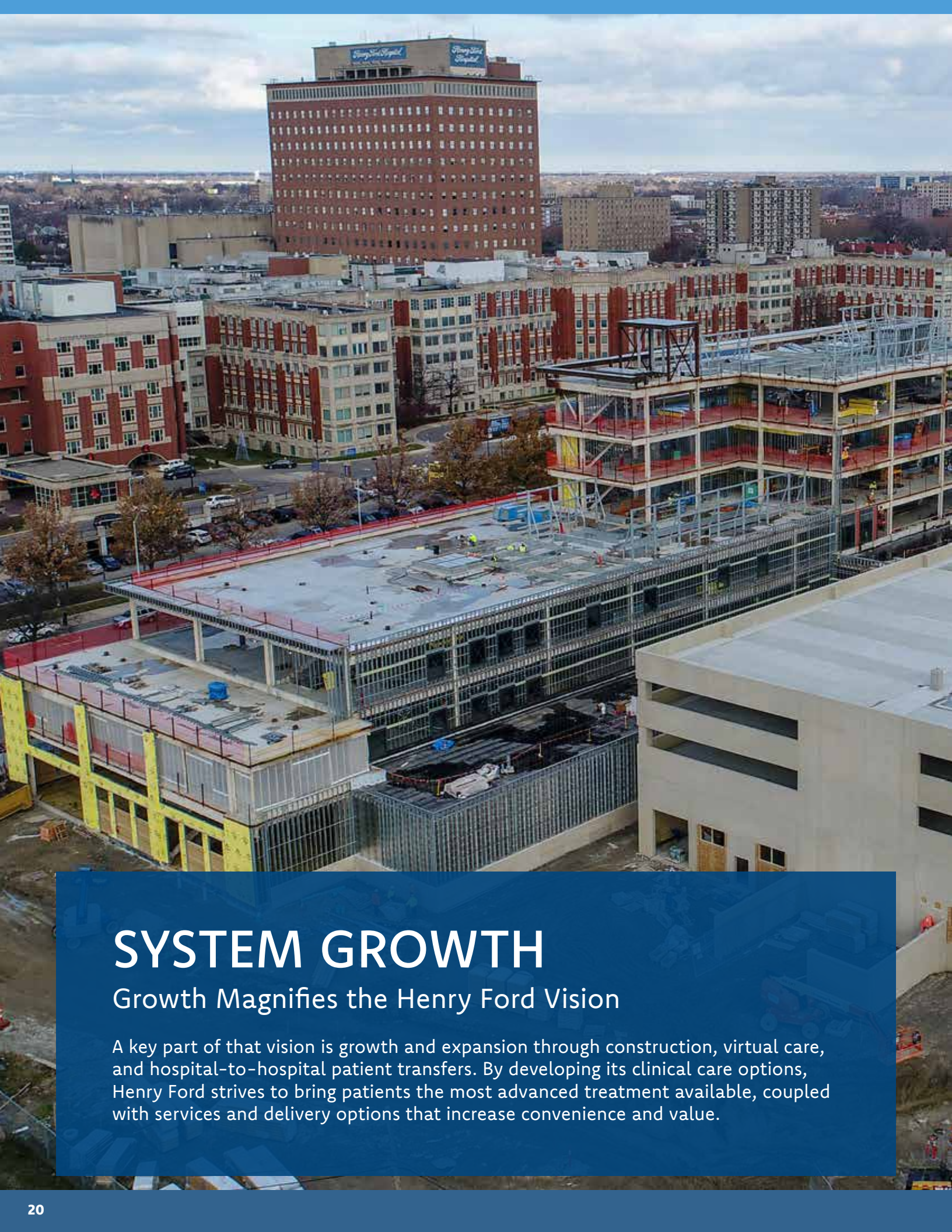
Working closely with home dialysis patients, Terrie Colvard, R.N., nephrology nurse navigator at Greenfield Health Systems, Henry Ford’s provider of dialysis services, developed a plan to thoroughly prepare patients for dialysis and give them a voice in choosing the type of dialysis they receive. Her goal was to give patients with kidney failure a better experience. “Patients knew the basics of dialysis, but they didn’t know enough to choose which modality would fit their lifestyle,” she says. Using education, creativity, empowerment and support, she is helping patients live their best lives.



### **Tina Devine, R.N., Encourages Emotional Connection with Patients**

Working weekends in the Henry Ford Hospital operating room, Tina Devine, R.N., weekend O.R. charge nurse, tells her colleagues, “Don’t be afraid to show emotion. The tiniest things matter – making eye contact or holding a hand.” Through serious trauma and critical cases, she consistently goes above and beyond to make sure patients, families and colleagues are coping, even if it means crying with the patient and family members.





# SYSTEM GROWTH

## Growth Magnifies the Henry Ford Vision

A key part of that vision is growth and expansion through construction, virtual care, and hospital-to-hospital patient transfers. By developing its clinical care options, Henry Ford strives to bring patients the most advanced treatment available, coupled with services and delivery options that increase convenience and value.



## CONSTRUCTION COMPLETED

Henry Ford officially completed these significant construction and renovation projects in 2018.



### Henry Ford Macomb Hospital

Major phases of a nine-phase, \$37 million construction project at Henry Ford Macomb Hospital were completed in 2018. A highly specialized hybrid operating room and six traditional operating rooms opened in October 2018, and an interventional radiology treatment area opened in November 2018. A new Cath Lab for catheter-based procedures was ready for an early 2019 opening. Begun in 2013, the project added 22,000 square feet to the hospital and brings advanced surgical procedures close to home for Macomb-area residents. More phases will open in 2019.



### Henry Ford Allegiance Health Patient Tower

Henry Ford Allegiance Health celebrated the grand opening of a three-story, 59,000 square foot patient tower. Sixty-six new private rooms offer a quiet, healing environment and patient-centered experience. The tower's design is based on the Universal Suite model, which allows patients to stay in the same room, with in-room testing and the same care team, throughout their hospital stay. Each room includes a refrigerator, wardrobe, charging station and desk space, ample room for visitors, and patient-controlled heating and cooling. Family lounges are included on each floor with comfortable seating and a fireplace.



### Center for Health Innovation & Education

This state-of-the-art facility at Henry Ford Allegiance Health opened in May 2018. The building houses leading-edge technology enabling residents, researchers, educators, physicians and nurses to hone their medical and interpersonal skills. It includes a Simulation Laboratory with lifelike mannequins programmed to react with human physiological responses, providing learners with a broad range of experiences in treating virtually every disease and condition without risk to patients.

### Maplegrove Center Renovation

The first phase of a \$3.2 million, year-long renovation at Henry Ford Maplegrove Center for substance abuse treatment was completed in June 2018. Twenty private rooms were created, and renovations modernized three patient lounges, the cafeteria, meeting spaces, multi-media and activities rooms. A garden and labyrinth were added as a tranquil outdoor space for patients to reflect, journal and meditate. Phase two renovations will transform the gymnasium.



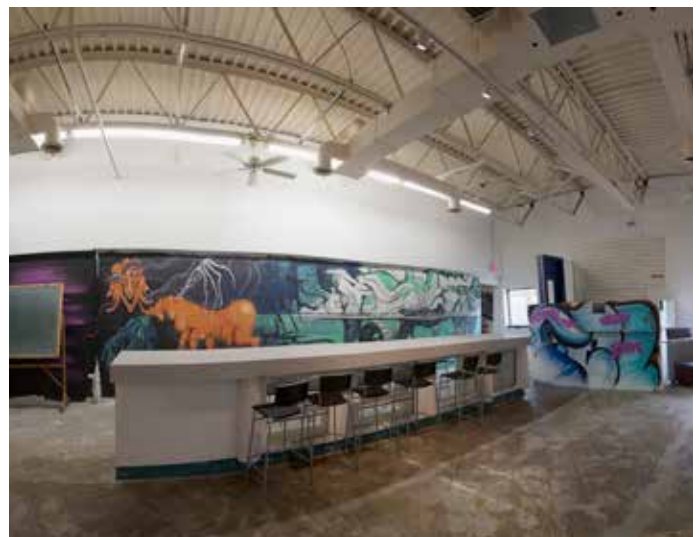
### Renovated Catheterization Lab

Henry Ford Wyandotte Hospital celebrated the opening of a state-of-the-art, newly renovated catheterization lab. The cath lab is designed to integrate technology, space and workflow and create a multi-sensory environment that operates efficiently to achieve a world-class care experience for patients, families and staff. Patients can choose calming lighting colors, and staff can frost over special glass that separates the control room from the procedure room for patient privacy. Rooms are clutter-free and equipment is stored in recessed, lighted cabinetry for easy staff access during procedures.



### ArtBlock

Together with the Vera and Joseph Dresner Foundation, Henry Ford launched ArtBlock. A once vacant commercial building is revitalized into an art-infused space for youth, family, and community programming, and art installations span three corners of Detroit's Holden-Trumbull intersection. Located south of the downtown campus near the Brigitte Harris Cancer Pavilion, it is one example of the System's investments that promote growth and development in the communities Henry Ford serves. The System continues to be an integral part of Detroit's ongoing revitalization.





## CONSTRUCTION IN PROCESS

Two major construction projects are changing the landscape in Detroit.



### Brigitte Harris Cancer Pavilion Construction Milestone

To mark completion of the steel construction phase for the Brigitte Harris Cancer Pavilion, the final beam was adorned with a customary tree and American flag, raised to the top of the building and secured in place during a “Topping Off” ceremony. Scheduled to open in 2020, the Cancer Pavilion will house outpatient cancer treatment, precision medicine, clinical trials and research, enhanced support and retail services on six floors and 187,000 square feet of space. It is located just south of Henry Ford Hospital in Detroit.

### Henry Ford Detroit Pistons Performance Center

Construction moved ahead on the corporate office and training center for the Pistons, which also will house Henry Ford’s own Center for Athletic Medicine. The Performance Center is scheduled to open in late 2019.





## CONSTRUCTION ANNOUNCED

These exciting construction projects were announced in 2018 and are currently underway.



### Village at Bloomfield Medical Center

Scheduled to open in 2019, this 83,000 square foot medical center will feature primary care, specialty services, a walk-in clinic, and Henry Ford OptimEyes. Convenient for residents of northern Oakland County, the center is located along Telegraph Road north of Square Lake Road.

### Henry Ford Allegiance Health Front Entrance and Lobby Renovation

A major renovation to Henry Ford Allegiance Health's front entrance and main lobby will enable patients and visitors to easily navigate the expanding hospital structure and provide a warm, relaxing and secure environment. Key features include: a two-story atrium and wraparound walkway, a covered three lane drop-off and pick-up area, private patient registration bays, enhanced security features and outpatient pharmacy relocation to a central area. The 18-month project is expected to be completed in 2020.



### Royal Oak Medical Center

Henry Ford Health System will occupy the entire new Royal Oak City Center building, located north of Third Street and east of Main. The 145,000 square foot development will include a high-tech ambulatory surgery and specialty center, offering outpatient surgery, women's health, sports medicine, primary care and other specialty services. It is scheduled to open in 2020.



*Living kidney donor Irma Santillano with her father, Juvenal, following a successful transplant.*

## CLINICAL SERVICES GROWTH

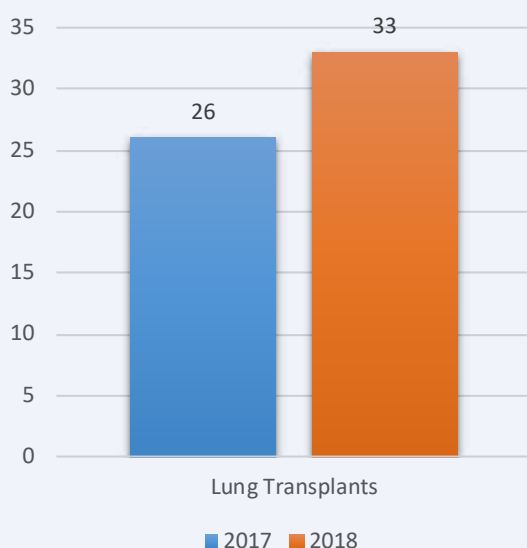
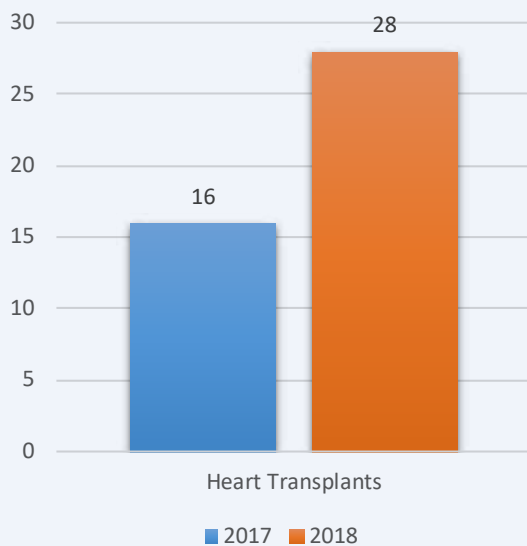
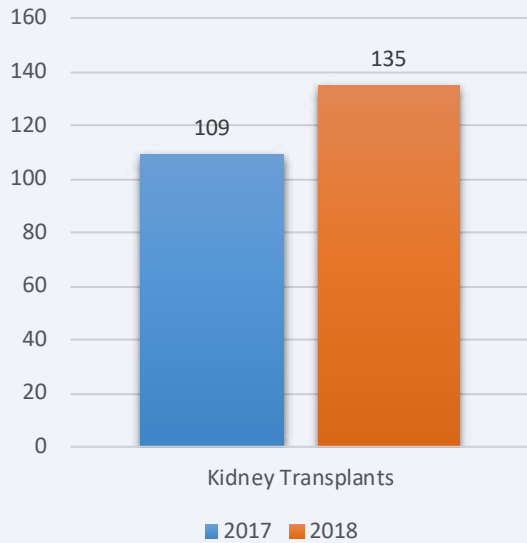
Henry Ford Health System continues to expand the clinical services it offers patients. Organ donation, the Structural Heart Program, and addiction recovery are three diverse areas that have experienced significant growth.



### **Transplant Institute Celebrates 50 Years**

Since the first transplant in 1968, the Henry Ford Transplant Institute has performed more than 6,150 solid organ transplants and 1,250 bone marrow stem cell transplants. Today, the Institute is the most comprehensive transplant center in Michigan, offering transplantation of liver, kidney, intestine and multivisceral organs, pancreas, heart, lung and stem cells with superior patient outcomes. Henry Ford uses the most effective clinical advances to increase transplant rates, such as minimally invasive transplant procedures, including robot-assisted kidney transplants, living donor liver transplants, advanced organ preservation techniques, and many more practices that increase organ acceptance rates. Learn more at [www.Henryford.com/Transplant50](http://www.Henryford.com/Transplant50).

## Transplant Institute Growth Highlights



## Henry Ford Transplant Institute Launches Center for Living Donation

The Henry Ford Center for Living Donation launched in April 2018, and is the first known center of its kind in the country. The Center's focus is on living kidney and living liver donors and their physical, psychological, emotional and financial needs. With the latest advances in transplant technology and techniques, the Center is a hub for ground-breaking research and advances in living donation.



## Developing a Structural Heart Program

Henry Ford Health System expanded its Structural Heart Program to Henry Ford Allegiance Health in Jackson. In December 2018, a team led by interventional cardiologists Matthew Jonovich, M.D., Usman Khokhar, M.D., and Tiberio Frisoli, M.D., performed the first structural heart balloon aortic valvuloplasty at Henry Ford Allegiance Health in Jackson.

## Maple Grove Makes Changes to Improve Addiction Recovery

As a result of recent renovations and holistic treatment therapies, more residential patients at Henry Ford Maple Grove Center are completing treatment programs. Length of stay post-renovation has increased by 30 percent. A longer stay leads to greater success for addiction recovery patients. All key clinical staff were trained in dialectical behavioral therapy (DBT) treatment. DBT focuses on identifying and changing negative thinking patterns and encouraging positive behavioral changes. This helps individuals overcome reliance on substances by better managing their behaviors, emotions and thoughts. In 2018, renovations created 20 private rooms and modernized gathering spaces, making Maple Grove more comfortable for longer stays. A new garden and labyrinth allow space for reflection, journaling and meditation.





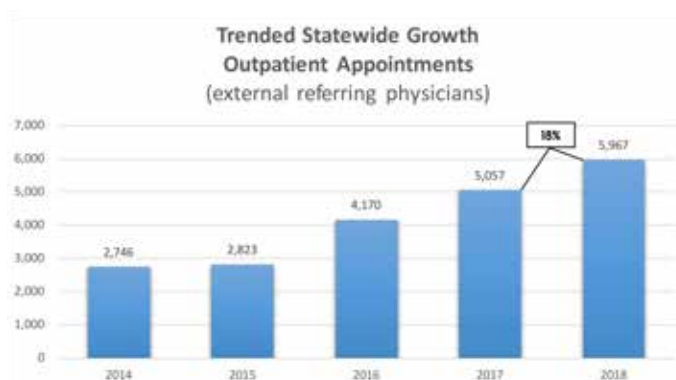
## MARKET GROWTH

National recognition for ongoing research, hundreds of clinical trials, and pioneering new medical treatments make Henry Ford Hospital and Henry Ford Medical Group the number one choice for many physicians seeking specialized care for their patients.



### Patient Transfers Continue Upward Trend

Statewide patient transfers have increased 10 percent compared to last year, and since 2014, have increased 45 percent. Patient transfers greater than 50 miles increased by six percent last year, and have grown annually, with a 53 percent increase over the last five years.



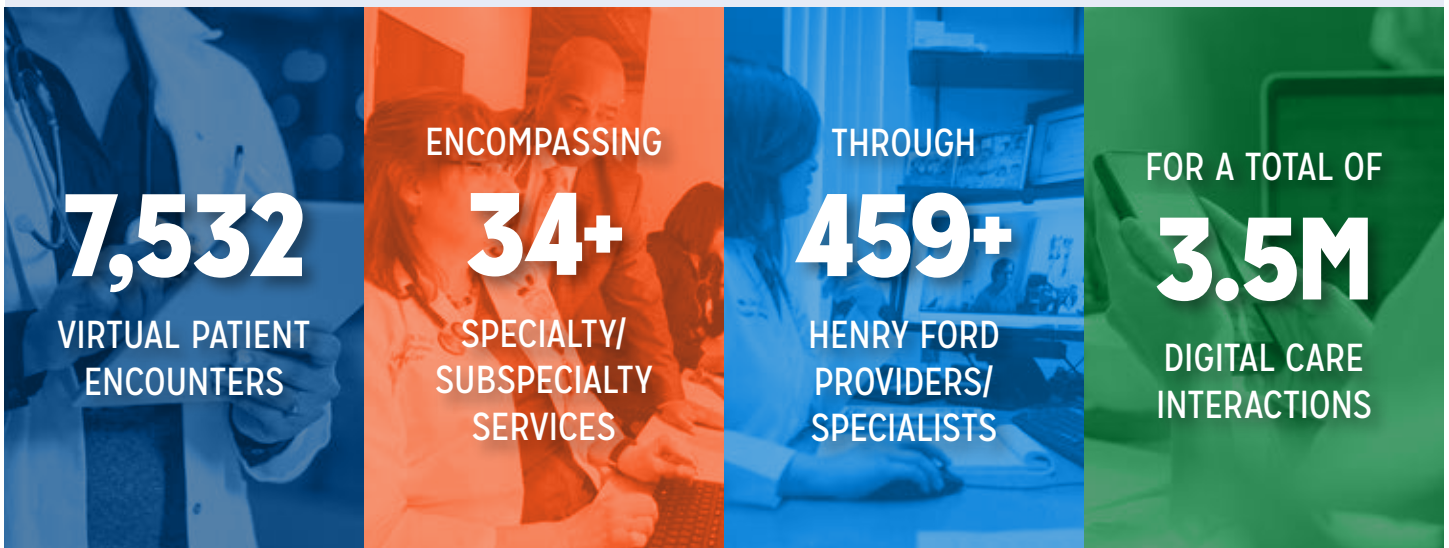
In 2018, external referring physician appointments grew to a high of almost 6,000, 18 percent more than 2017 and 51 percent more than five years ago.

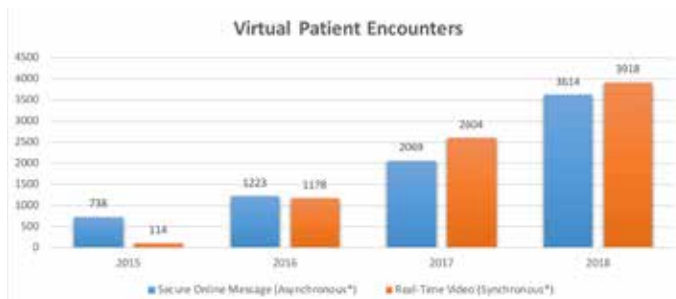


## VIRTUAL CARE GROWTH

Patients don't always need to come to a brick-and-mortar building to receive world-class care. By embracing technology, Henry Ford makes it possible for patients to have a visit with their doctor from wherever they are, check their lab results, and even experience the comfort of continuous health monitoring in their own homes.

### 2018 Henry Ford Health System Virtual Care Achievements





### Virtual Patient Encounter Growth

Since 2015, virtual patient encounters have grown 817 percent. Virtual care is delivered in both real-time video and asynchronous\* formats such as secure online/email messaging. A telehealth infrastructure has been developed over the last five years, positioning Henry Ford to offer and expand digital care in the coming years.

### Virtual Care Saves Time, Miles and Fuel

Virtual care is convenient and cost effective. In 2018, virtual care:



Eliminated 104,550 miles of driving for patients – the equivalent of more than 134 days of drive time. This savings is a 31 percent increase over 2017.



Eliminated 2,890 miles of driving for providers – the equivalent of 12 days in the clinic.

### e-Home Care Telehealth

Remote in-home monitoring gave 1,800 Henry Ford Home Health Care patients and their physicians reassurance, decreasing hospital admissions for this group by five percent. Easy-to-use wireless devices enabled patients to track their vital signs and conditions daily. More than 80,000 interactions took place in 2018, including assessment of vital signs and phone and video calls from the telehealth team. When concerns arose, physicians were quickly notified for timely intervention. Patients with conditions such as heart failure, COPD and cancer, benefitted from this program, as well as the most vulnerable Comprehensive Care Center patients.



### MyChart Reaches One-Half Million

By the end of 2018, more than 500,000 patients had logged in to their MyChart accounts. More than 2.75 million test results were viewed using MyChart, enabling patients to stay on top of their important health data.

In 2018 alone, patients used MyChart to engage in:

- 3,614 asynchronous\* encounters using secure online messaging: e-Visits, e-Consults, Virtual Post-op Visits
- 49,464 appointment requests
- 48,018 self-scheduled appointments
- 240,383 medication refill requests
- 333,693 patient advice requests

Learn more at  
[www.henryford.com/mychart](http://www.henryford.com/mychart).

*\*Asynchronous messages are typically secure email or other communication that is stored and not “real time.” Synchronous is real-time communication that includes, at a minimum, audio and video.*



# HENRY FORD FIRSTS

Henry Ford often leads southeast Michigan, the state, the country, and the world in developing and performing groundbreaking procedures, and in harnessing the benefits of technological advances. In 2018, Henry Ford's "firsts" included these exciting moments.



## **HIPEC Delivers Heated Chemotherapy to Treat Abdominal Cancer**

A team of more than 30 medical specialists, including surgeons, medical oncologists, radiation oncologists, radiologists, geneticists, pathologists and anesthesiologists, completed the Henry Ford Cancer Institute's first hyperthermic intraperitoneal chemotherapy (HIPEC) treatment. This option for rare, difficult-to-treat abdominal cancer delivers heated chemotherapy to the abdomen during surgery, killing cancer cells. This groundbreaking option offers new hope for patients, often extending survival by months or years.



## **Hybrid OR Comes to Macomb County**

Macomb County's first hybrid surgical suite opened at Henry Ford Macomb Hospital in October 2018. The highly specialized 1,050-square-foot space is outfitted with advanced imaging equipment that enables surgeons, cardiologists and neurologists to view and manipulate the precise location of a catheter inside a patient's heart, brain or internal vessels.



*Henry Ford Orthopedic Spine Surgeon Stephen Bartol, M.D., (left), and Henry Ford Allegiance Health Neurosurgeon Amritraj Loganathan, M.D., show off the nation's first-in-use Sentione generation 2 neuromonitoring system.*

### Reducing Risk with Real-Time Feedback

Henry Ford Allegiance Health was selected to be the first hospital in the nation to use Generation 2 of the Sentione neuromonitoring system. Developed by Henry Ford orthopedic spine surgeon Stephen Bartol, M.D., in collaboration with neurosurgeons, this technology provides neurosurgeons with feedback on the location of nerves in real time through the use of adhesive smart-sensors that are applied to the patient's skin. By providing this timely information and enhancing surgical precision, the risks of damaging the patient's nervous system are significantly reduced. Patients also experience a faster recovery, less blood loss and a shorter hospital stay.

### First-of-its-Kind Agreement in Michigan with General Motors

## GENERAL MOTORS

A first-ever direct-to-employer healthcare contract based in Michigan was offered to General Motors (GM) Detroit-area salaried employees. This ConnectedCare healthcare option was made available to the leading automaker's salaried employees and dependents living within eligible zip codes to receive health care and health management services with Henry Ford in 2019. GM employees enrolled in ConnectedCare have lower monthly premiums, access to a dedicated Henry Ford concierge team to help them find a provider and schedule appointments within guaranteed timeframes, and receive ongoing communications to guide them to the most effective and efficient use of their healthcare choice.

### Non-Surgical Mitral Valve Repair

On May 31, 2018, Henry Ford became the first in Michigan to perform Cardioband, a non-surgical procedure to repair a leaky mitral heart valve. One of 17 U.S. clinical trial sites for the catheter-based procedure, and the only site in Michigan, Cardioband offers patients an alternative to open-chest surgery. The procedure is performed at Henry Ford Hospital's Center for Structural Heart Disease.

### First in U.S. to Offer New Angina Treatment

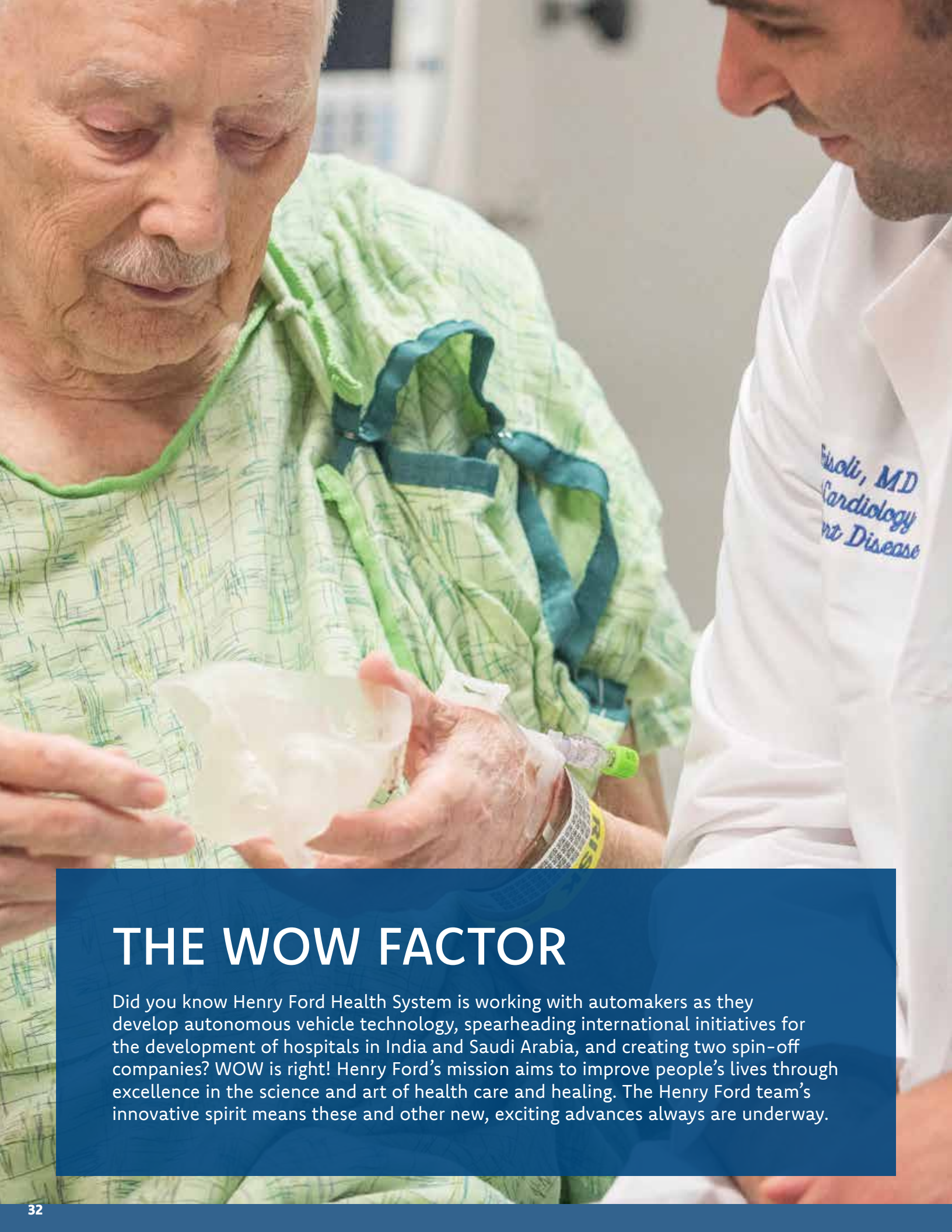
Cardiologists at Henry Ford Hospital performed the first Neovasc Reducer implantation in the United States to treat angina (chest pain). Surgeons placed a stainless steel, hourglass-shaped mesh inside the heart through a catheter. The device creates a backflow of pressure into the heart, which pushes blood into areas that need additional oxygenation. Prior to the procedure, the patient reported only being able to walk two blocks before having chest pain. Following the procedure, he could walk several miles without any symptoms, and rarely experienced any chest discomfort.



### LGBTQ Equality Leader

For the first time, four Henry Ford Health System hospitals – Henry Ford, Henry Ford Macomb, Henry Ford West Bloomfield and Henry Ford Wyandotte – scored 100 percent on the Healthcare Equality Index survey, earning the LGBTQ Healthcare Equality Leader designation.





## THE WOW FACTOR

Did you know Henry Ford Health System is working with automakers as they develop autonomous vehicle technology, spearheading international initiatives for the development of hospitals in India and Saudi Arabia, and creating two spin-off companies? WOW is right! Henry Ford's mission aims to improve people's lives through excellence in the science and art of health care and healing. The Henry Ford team's innovative spirit means these and other new, exciting advances always are underway.





### **Making Surgeries Safer with 3D Models**

In 2018, 225 patients across six specialties benefitted from pre-procedure surgical planning using anatomical 3D printing and modeling. The System continues to garner national attention for the use of 3D printing, particularly in the structural heart program. 3D technology enables surgeons to perform safer procedures such as valve replacements in less time, and also allows delicate surgeries on frail patients, who otherwise would be too high risk.

### **Florida Resident Back to ‘Full Steam’ after 3D Assisted Heart Surgery**

One of those patients is Paul Yackey, who traveled from Naples, Fla., to Henry Ford for a transcatheter mitral valve replacement, performed with the assistance of 3D imaging, 3D printing, and a patented mitral planning protocol that was developed at Henry Ford Hospital. “The minute I got out of the hospital, I was back to full steam. It went perfect. My whole experience was extremely excellent. It couldn’t have been any better,” he said. “It was just like minor surgery.” Today, Yackey, a father of four with four grandchildren, is back to walking and exercising regularly in Naples with his wife of 67 years.

### **Collaboration with Automakers Enhances Autonomous Vehicle Technology**

The Detroit Institute of Ophthalmology, the research arm of Henry Ford Health System’s Department of Ophthalmology, is actively engaged in the autonomous mobility movement, developing medical research and fostering collaboration with the automotive industry. Together, experts are exploring the role that technology enabling autonomous mobility plays in health care. Understanding this technology will improve highway safety and prevent crashes, increase access to medical appointments for those without transportation, and enable design modifications for vehicles for people with visual impairments.



### **Space Station Technology Adapted for Surgery**

Brain and spine surgeons at Henry Ford Hospital are using International Space Station technology in surgeries. Modus V™ is a surgical navigation system that works in concert with a robotic arm developed from technology used on the International Space Station to position astronauts, repair satellites, and move cargo. Surgeons gain unprecedented views of a patient’s anatomy, allowing them to perform less invasive procedures with greater precision.

## Teaming Up with the Lions and Pistons in the Community

Partnerships between Henry Ford Health System and two of Detroit's professional sports teams – the Detroit Pistons and the Detroit Lions – flourished in 2018. Partnering with professional sports teams and other business organizations outside the healthcare arena offers unique avenues for the System to connect and touch many lives through education, outreach and enriching experiences.



*In September 2018, Henry Ford surprised five patients with the unveiling of their murals at Ford Field. Bob Rocheleau, two-time heart attack survivor and champion mall walker, is pictured with Detroit Lions roller skating enthusiast and 1,000-yard receiver, Marvin Jones.*



*Hooper, the mascot for the Detroit Pistons, brought smiles to the faces of patients and family members at Henry Ford Medical Center – Troy at a March 2018 visit.*

## Global Strategy Takes Henry Ford to India and Saudi Arabia



### India

Henry Ford Health System is continuing to provide clinical advice and intellectual property for the development of licensed hospitals in India. Two hospitals, located in the cities Vellore and Guwahati, are currently under construction.



### Saudi Arabia

Work on Henry Ford's first internationally licensed hospital, Aldara Hospital and Medical Center in Riyadh, continued in 2018 and is nearing completion.

Learn more about Henry Ford Innovations and International Initiatives at [www.henryford.com/innovations/international-programs](http://www.henryford.com/innovations/international-programs).





# INNOVATION

## HENRY FORD INNOVATIONS

Henry Ford Innovations is the flagship of Henry Ford Health System's commitment to innovation. By providing physicians and staff with world-class resources, Henry Ford Innovations is turning great ideas into transformative products, engineering the future of healthcare. The Henry Ford Innovations team develops and commercializes Henry Ford's intellectual assets and licenses them globally in support of new products, devices, therapies and hospitals.





## Invention Disclosures, Patents and License Agreements Represent Future Revenue

In its sixth year, the multi-disciplinary innovation team has processed 375 invention disclosures, applied for 95 patent applications with 18 granted, and executed 28 license agreements representing \$359 million in future revenue.

## Global Technology Development Creates Opportunities

The Global Technology Development Program, part of Henry Ford Innovations, primarily operates in Israel and is home to some of the world's most advanced technological solutions. Several co-development relationships were launched with promising early-stage companies including Healthymize, a company using voice recognition and artificial intelligence for early detection of voice-affecting diseases such as COPD and asthma.

## Spin-Off Companies Offer Promising New Technology

In 2018, Henry Ford Innovations successfully created two spin-off companies:



### NeurExo Sciences

Henry Ford has entered into a deal with Neurotrauma Sciences,

a privately-held medical company to create NeurExo Sciences, a new company. Neurotrauma Sciences has agreed to fund NeurExo Sciences with \$5 million in capital and serve as the commercial collaborator to Henry Ford to further develop exosome technology to treat debilitating neurological conditions that may include multiple sclerosis, Parkinson's and Alzheimer's disease. This transaction will provide Henry Ford with equity in NeurExo and future royalties, as well as a \$2 million commitment in sponsored research agreements.



### G3 Pharmaceuticals

This cardiovascular disease-focused new enterprise will develop and commercialize galectin-3 inhibitors for the treatment of diastolic heart failure. The novel treatment in development holds the promise to treat what is currently the largest form of heart failure (and death) globally with a simple, fruit pectin-derived oral pill.

## License Agreements

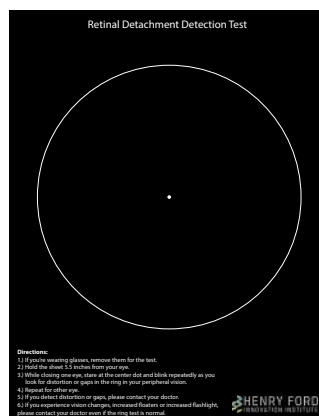
In 2018, Henry Ford Innovations executed three license agreements including:



**Dromos PTM**

### Dromos Pharmacy Software

In the pilot stage, the Dromos specialty pharma tool streamlines clinical activities from securing prior authorizations and supplementary funding to simplifying processes for prescription drug delivery, refill, and counseling support. In use today at Henry Ford Health System and select national partners, Dromos has reduced the time a patient waits for approval of therapy – a time of great anxiety – from more than 10 days to less than 48 hours.



### Retinal Detachment Ring Test

Henry Ford Innovations executed a license agreement with Precision Vision for the commercial development, marketing, use and sale of the Retinal Detachment Ring Test. The test could be used as a home monitoring device for patients at

risk for retinal detachment or in general patient care settings. Retinal detachment is a potentially blinding disease, and early diagnosis and management are critical for visual recovery.

## CLINICAL INNOVATION

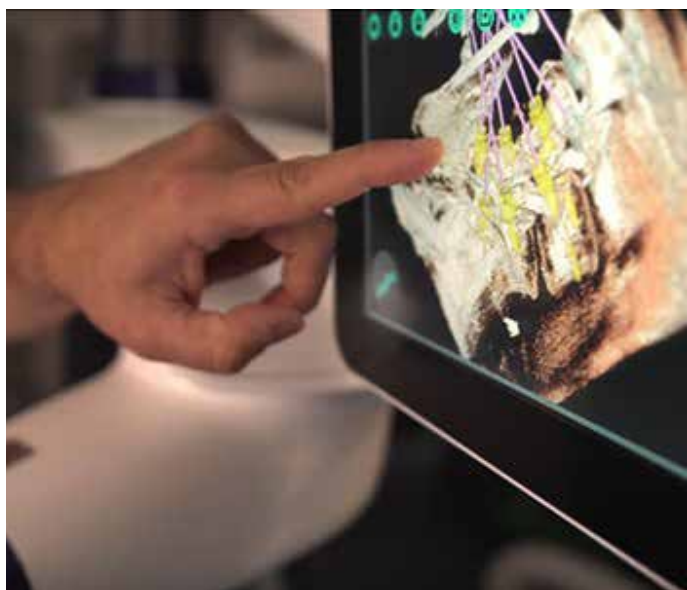
Healthcare innovation involves new technology and processes — whether they were made for health care or for the International Space Station — to benefit patients. Henry Ford team members are pioneers, leading the way and embracing new ideas that are truly amazing.



### Cool Cap Therapy Heads Off Hair Loss

The Henry Ford Cancer Institute introduced cool cap therapy in 2018, an innovative scalp cooling system that reduces hair loss during chemotherapy. Hair loss is a side effect of powerful chemotherapy drugs, and can be emotionally devastating for patients battling cancer. Patients are more likely to feel comfortable with chemotherapy when they can minimize hair loss. Physicians say patients are more likely to agree to chemotherapy when it's possible to keep their hair.

For Laura Carey, who was diagnosed with breast cancer, hair loss was an issue from the start. Her two biggest questions were, “Will I need chemotherapy, and will I lose all my hair?” Carey didn’t want people to identify her as a cancer patient. “I wanted to work, and I didn’t want people to look at me and immediately see I’m battling cancer,” she said. Carey was connected with the scalp hypothermia task force at Henry Ford, and purchased the cool cap to use during chemotherapy treatments. For her, it was a good mood elevator. “It’s empowering to not have that image of yourself as being sick,” she said.



### Enhancing Precision through Robotics and Navigation

The Excelcius GPSTM surgical system improves accuracy and optimizes patient care by combining robotics with navigation and was first offered in Michigan at Henry Ford Allegiance Health. The GPS 3-D guidance system allows neurosurgeons to precisely place screws and implants in the spine while seeing — in real time — exactly where to place their instruments.

### Cardiogenic Shock Initiative Saves Lives

Cardiologist William O'Neill, M.D., and his team at Henry Ford's Center for Structural Heart Disease pioneered a protocol for treating cardiogenic shock in southeast Michigan that raised survival rates for patients in shock after a heart attack. A national study was conducted in 2018 that confirmed significant improvements in survival. In the study, 77 percent of patients who were treated with the protocol survived, significantly higher than the 50 percent survival rate typical for patients with cardiogenic shock. The National Cardiogenic Shock Initiative protocol is now being adopted by hospitals across the United States.



*The National Cardiogenic Shock Initiative Team, front row, from left: William O'Neill, M.D., principal investigator, and Mir Babar Basir, D.O., principal investigator. Back row, from left: Tyrell Johnson, research assistant, Tia Seale, R.N., Michael Hacala, study coordinator, and Ruth Fisher, vice president, Heart & Vascular Services (now at Cone Health, North Carolina).*

## HEALTH OF THE COMMUNITY

Innovation includes thinking of new ways to solve challenges, from group care and social media messaging that helps mothers carry their infants to full term, to multi-faceted diabetes management approaches that realize significant results.





### Group Prenatal Model of Care Offers Hope for Mothers-to-Be

Grant funding received in 2018 enabled the Women Inspired Neighborhood Network: Detroit (WIN Network) to expand the enhanced group prenatal model of care. Offered at Henry Ford Medical Center – New Center One (Detroit) since 2016, it has been expanded to the Henry Ford Medical Center – Ford Road in Dearborn. In a group setting, pregnant women team up with Certified Nurse Midwives and Community Health Workers who coordinate and deliver prenatal care and help with housing, transportation, food and other barriers to care. In 2018, there were no preventable infant deaths among WIN Network group prenatal care participants; average gestational age was 38.5 weeks (full term is 39 weeks).

WIN Network: Detroit Innovations Improve Infant Health
<b>Breastfeeding initiation rate</b> 32.9% City of Detroit * 94% WIN Network
<b>Healthy birthweight infants</b> 86% City of Detroit * 92.5% WIN Network
<b>Full-term births</b> 86% City of Detroit 2017 * 97% WIN Network
<b>C-section births</b> 32% City of Detroit 2017 * 21% WIN Network

\* Michigan Department of Health and Human Services  
Vital Statistics

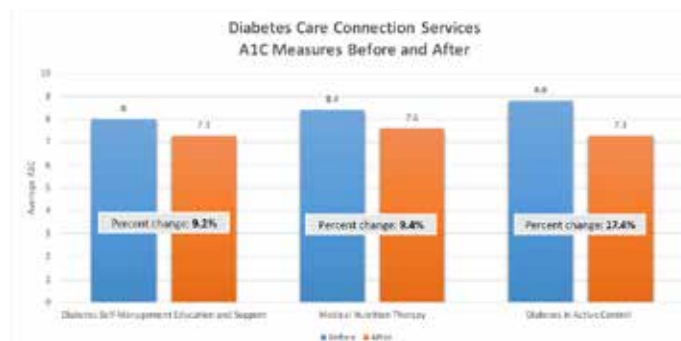


### M.Y. B.A.B.Y Messages Reach Thousands

In partnership with the Great Start Collaborative of Wayne County and Detroit Institute for Equity in Birth Outcomes (DIEBO), Henry Ford's WIN Network: Detroit launched the first-ever shared messaging campaign in the Detroit area. In 2018, the "M.Y. B.A.B.Y.: Born Ready" effort involved coordinating the dissemination of 54 messages through 16 organizations using social media. Through five key perinatal messages, parents gained information to promote a healthy birth and infancy. On WIN Network's Facebook and Twitter accounts alone, the messages were seen more than 27,000 times.

### Making an Impact on Diabetes Management

Diabetes Care Connection Services is a multi-faceted program offered at several Henry Ford Medical Center locations. Through emphasis on lifestyle modification and education, patients learn to manage diabetes and lower their A1C. Three distinct programs are offered: Diabetes Self-Management Education and Support, Medical Nutrition Therapy and Diabetes in Active Control. In 2018, all of these programs made a significant impact on patient A1C percentages.





# RESEARCH AND MEDICAL EDUCATION

Nationally-recognized research efforts, coupled with medical education, are at the core of Henry Ford Health System’s mission: We improve people’s lives through excellence in the science and art of health care and healing.

Total Research Awards 2018	
NATIONAL INSTITUTES OF HEALTH	\$39,805,401
OTHER FEDERAL AWARDS	\$5,583,159
PHARMACEUTICAL / INDUSTRIAL AWARDS	\$36,813,175
STATE & LOCAL AGENCY AWARDS	\$1,587,312
FOUNDATION & OTHER AWARDS	\$2,363,736
TOTAL	\$86,152,783

## \$86 MILLION IN FUNDING SECURED FOR WORLD-CLASS RESEARCH

External research funding awarded in 2018 was \$86 million, with federal funding reaching the highest amount Henry Ford has ever received in a single year – \$45.4 million. Hundreds of researchers are engaged in more than 2,000 studies Systemwide. Henry Ford ranked first in non-university-based Michigan health systems for funding from the National Institutes of Health (NIH).

In 2018, Henry Ford Health System ranked fourth in the state of Michigan in NIH funding and in the top 20 nationally for independent hospitals receiving NIH funding.



## All of Us Research Program Celebrates its Official Launch

Possibly the most important research initiative in 25 years, the All of Us research program officially launched May 6, 2018. All of Us is a research program from the National Institutes of Health (NIH) to advance precision medicine. As one of 10 All of Us research program sites, Henry Ford will strive to recruit 30,000 people to help meet the NIH's national goal of one million participants. Precision medicine is health care that is based on the individual, taking into account where a person lives, what they do, and their family history. The goal is to discover the best ways people can stay healthy, and if a person becomes sick, provide information leading to the best possible treatment.

### All of Us Goes on the Road

The All of Us mobile unit was acquired in 2018 and took research and enrollment on the road, even appearing at four "pop-up" events. It will continue to travel to community events, where participants can fully enroll and become part of the All of Us research initiative.

### Join All of Us

Nationally, All of Us gained 83,045 participants in 2018, and 2,631 of them were through Henry Ford Health System. Four enrollment sites were added, for a total of eight Henry Ford locations where individuals can become part of the research program. Join All of Us at [www.henryford.com/allofus](http://www.henryford.com/allofus).



*The official launch of All of Us was held at Ford Field. The afternoon included enrollment stations, tours of the Detroit Lions locker room, and basketball and football clinics hosted by team coaching staffs.*





*Center for Health Policy and Health Services Research team members, from left, Brian Ahmedani, Ph.D., director, and investigators Jordan Braciszewski, Ph.D., Amy Loree, Ph.D., and Lisa Matero, Ph.D., convene to review health policy and research projects.*

## Measuring Interventions and Evaluating Policies Improves Health Services

The team in the Center for Health Policy and Health Services Research at Henry Ford is working to discover why some healthcare services may not achieve the expected results. Their combined aim is to improve quality of care, maximize the health of populations, and minimize the burden of disease. Their work involves changing policies and leading or participating in research studies investigating prevention and control of cancer, chronic liver disease, substance abuse, diabetes, mental health conditions, and more. In 2018, Center investigators received more than \$3 million in new awards from federal, foundation and industry grants.

According to the Center's Director Brian Ahmedani, Ph.D., many multi-site projects have led to collaboration across the System and in partnership with other institutions. "We collaborate with leading experts at Henry Ford and around the country to study healthcare services and health policy research questions," he explains. "One of our goals is to develop and test models for the delivery of health care to different groups, focusing on which services work for who, measuring access, engagement, interventions and effectiveness. We also conduct trials and studies to measure how different interventions are used in care and how they affect outcomes. We want to know if they are working."

A burst of research in 2018 centered around mental health care. A study called SBI-tech Michigan, funded by the Centers for Disease Control and Prevention, examined the effectiveness of technology-based screening and brief treatment for alcohol use in women's health and primary care clinics.

In addition, the team continues to lead the Zero Suicide Project, funded by the National Institute of Mental Health. "The ultimate goal is to prevent suicide attempts and deaths for individuals already receiving treatment at a healthcare system," says Ahmedani.

The Center's investigators, project and research coordinators, and data analysts also engage in policy research and policy analysis, evaluating policies that are considered or implemented at the state, federal and local level, to discover how those policies impact practice changes. The Center also continues to be an integral part of the All of Us research program.

"All of our work is focused on measurement and improvement in healthcare delivery, both now and for the future, in order to reach the highest quality of care," says Ahmedani.



*Michael Chopp, Ph.D. (foreground) and Yi Zhang, Ph.D., review data in the Chopp Lab at Henry Ford Hospital, where neurology research has the potential to create a shift in how traumatic brain injury, stroke and neurodegenerative diseases are treated.*

## Pioneering Exosome Research Offers Exciting Therapeutic Developments for Treating Neurological Injury and Disease

The Chopp Lab is the largest basic and translational science lab in the Neurology Department and had 19 National Institutes of Health (NIH)-funded ongoing grants in 2018. They have pioneered and are leading development of restorative cell-based and exosome therapies to treat neurological diseases and cancers.

Michael Chopp, Ph.D., explains: “Exosomes, which are generated by nearly all cells, are nanoparticles (~30–120nm) containing proteins and genetic instructions – DNA, RNA, mRNA and microRNAs – that mediate communication between cells. We have harvested exosomes from stem and other cells and engineered the contents of exosomes, thereby generating novel exosomes to successfully treat neurological injury and disease, and cancers.”

Exosome therapy for neurological diseases and injuries amplifies the generation of new brain cells (neurogenesis), formation of new blood vessels (angiogenesis), and creation of new electrical connections (synaptogenesis).

“Essentially, we have demonstrated in multiple pre-clinical models of neurological injury and diseases, including stroke, traumatic brain injury, dementia and neuropathy, that administration of select and engineered exosomes can remodel

the nervous system, reduce neurological damage and greatly enhance neurological recovery,” says Dr. Chopp. “In addition, in first-of-their-kind experiments, we demonstrated that select exosomes and specifically engineered exosomes can be used to improve the adverse effects of chemotherapy as well as substantially boost the therapeutic effectiveness of chemotherapeutic agents for treatment of multiple forms of cancers.”

Using highly clinically relevant pre-clinical models of disease and injury, Chopp Lab studies demonstrate that exosomes could offer significant therapeutic benefits.

“These discoveries have the potential to create a shift in how we treat traumatic brain injuries, stroke and neurological diseases, and cancers,” says Dr. Chopp.

A pioneering team in the field of restorative neurology, Chopp Lab researchers are also developing pharmacological and other methods to stimulate and amplify remodeling of the nervous system after neurological injuries such as stroke and traumatic brain injury, and neurodegenerative diseases, including multiple sclerosis (MS), peripheral neuropathy and dementia. The goal is to remodel the central nervous system to compensate for injured brain tissue.





*In the coming years, Public Health Science research at Henry Ford will focus on “precision prevention,” a strategy that could make more family photos like this one possible. On this special day, four generations gathered and a great grandmother met her great granddaughter for the first time.*

## “Precision Prevention” Aims to Uncover Cancer Prevention Markers

Public Health Science researchers at Henry Ford are preparing to recruit more than 16,000 people beginning in 2021 as part of a significant investment of the National Cancer Institute into the next generation of large-group studies. Investigators will enroll and follow healthy people, then look closely at the data to determine risk factors for development of cancer. The hope is to find biologic, environmental and other types of markers that could lead to earlier cancer detection and are amenable to prevention. Ben Rybicki, Ph.D., and Christine Neslund-Dudas, Ph.D., Henry Ford Public Health Sciences, co-lead this study, which could produce findings that lead to “precision prevention” for cancer.

“We will collect biologic data and ask lifestyle questions, then link that information with the electronic medical health record, taking advantage of technology in the world we live in,” says Rybicki. “Every individual is unique, but looking at information collectively enables us to better

understand why certain individuals are susceptible to certain cancers. This effort will also enable additional future research that ‘piggybacks’ off this study.”

The study will run through 2030 and nationally, involve 200,000 people. Henry Ford is one of eight health systems nationwide selected to participate.

Neslund-Dudas says, “This study will be important for both public health and the economy. Prevention is more cost effective than treating and curing disease, and results in better outcomes for patients. Even if there is a small elevated risk of cancer, it equates to thousands of future cancers that can be diagnosed earlier or prevented.”

Henry Ford leads the Midwest Consortium of the study together with health partners at Marshfield Clinic, located in Wisconsin and Minneapolis.



## MEDICAL EDUCATION

### Leading Education for Current and Future Medical Professionals

Henry Ford remains a state and national leader in education for medical students, interns, residents and fellows, and the continuing education of faculty, affiliated physicians, nurses and allied health professionals. Approximately 40 percent of all physicians in Michigan received formal training at Henry Ford during their careers. A total of 50 residency and fellowship programs are accredited by the Accreditation Council for Graduate Medical Education (ACGME) and 27 fellow specialty programs are accredited by various accrediting bodies.

In 2018, Henry Ford Health System trained nearly 1,900 physicians and future physicians:

- 1,043 medical students and 669 residents and fellows were enrolled in 77 programs at Henry Ford Hospital in 2018.
- Henry Ford Allegiance Health, Henry Ford Macomb and Henry Ford Wyandotte hospitals trained more than 100 osteopathic medical students and 287 residents in their 20 ACGME-accredited programs.
- Continuing medical education opportunities were provided to more than 70,000 physicians, nurses and allied health professionals.



### Enhancing Skills at Simulation Centers

The Center for Simulation, Education and Research at Henry Ford Hospital offers a risk-free environment where state-of-the-art computers and mannequins simulate hundreds of medical conditions. More than 14,400 health professionals practiced and augmented their skills at the center in 2018. A second Simulation Laboratory opened in 2018 at Henry Ford Allegiance Health's Center for Health Innovation & Education.



# 2018 DEVELOPMENT REPORT

Generous gifts fuel the System’s mission, enabling Henry Ford to expand research, technology, patient care services and community impact programs. Every gift demonstrates the compassion, commitment and confidence of donors, and their passion for improving the lives and health of others.



**Anonymous \$20 Million Gift Establishes Henry Ford Pancreatic Cancer Center**  
Researchers developing early detection tools for pancreatic cancer are now backed by best-in-class research collaboration, thanks to a \$20 million anonymous gift to establish the Henry Ford Pancreatic Cancer Center. Henry Ford will partner with leading organizations worldwide to develop effective diagnostic testing tools to improve the pancreatic cancer survival rate, which is currently only eight percent five years after diagnosis.

## DEVELOPMENT YEAR AT-A-GLANCE

Total dollars in commitments: <b>\$53,546,607</b>
Total dollars in cash: <b>\$32,092,458</b>
Total donors: <b>13,392</b>
Total first-time donors: <b>4,918</b>
Number of gifts over \$100,000: <b>61</b>

Operational dollars  
Cost per dollar raised: **\$0.08**  
For every operational dollar Henry Ford invested in fundraising, the Development Office **secured \$12.30 in philanthropic funding.**



*The David DiChiera Music Therapy Program at the Henry Ford Cancer Institute was created in honor of the maestro, left, who recognized the healing benefit of music. Joanne Danto, right, and her family established the program in honor of their friend.*

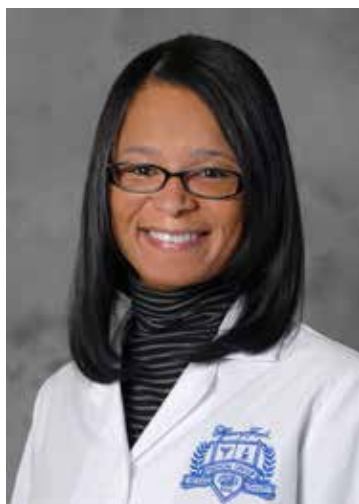
### **Danto Family Gift Honors a Beloved Detroit Musical Leader through the Healing Arts**

Music is more than just entertainment—it can promote healing, too, as David DiChiera, founder and longtime director of the Michigan Opera Theatre, knew. In honor of David, who passed away from pancreatic cancer in 2018, Joanne Danto, along with her family through the Marvin & Betty Danto Foundation, established the David DiChiera Music Therapy Program at the Henry Ford Cancer Institute. The program will support innovative music therapy initiatives for cancer patients, which have proven benefits for managing pain, reducing anxiety and depression and improving recovery. Not only will the Danto gift celebrate the life of a beloved Detroit musician and patron of the arts, it will also ensure that cancer patients have access to therapies that better position them mentally and physically for their fight ahead.



### **Bill and Lisa Ford Bolster the Fight against Skin Cancer at Henry Ford Health System**

Skin cancer is on the rise, but thanks to the generosity of Bill and Lisa Ford, there is new hope for patients in Michigan—and beyond. Building on the foundational legacy of the Ford Family, Bill and Lisa Ford recently donated \$1.5 million to support a new Henry Ford Center for Cutaneous Oncology, which will combine world-class patient care with rigorous medical education and groundbreaking research to improve the lives and health outcomes of those experiencing dermatologic cancers. Bill and Lisa's gift will ensure that Henry Ford is on the leading edge of skin cancer detection, treatment and prevention, so that patients can move on to what matters most—living life.



### **Doctor's Cancer Battle Provides Hope for Patients in Need**

During her time as a senior staff physician in the Department of Internal Medicine at Henry Ford, Lynette Davenport, M.D., developed a reputation for care that demonstrated passion for her patients and community. In 2013, Dr. Davenport lost her battle to cancer, which motivated her parents, Linda Forte and Tyrone Davenport, to honor Dr. Lynette's legacy. The couple supported Game On Cancer with a \$50,000 gift, and Forte encouraged her former colleagues at Comerica Bank to start their own Game On Cancer team in memory of Dr. Davenport. Last year, the Comerica Cares Team raised more than \$10,000 for cancer research and patients in need. Together these acts of generosity ensure new families will benefit from Dr. Davenport's compassionate legacy and find hope through treatment, research and recovery.





**GAME  
ON  
CANCER**



Game On Cancer is a unique collaboration between Henry Ford Health System, the Detroit Lions and the Detroit Pistons. Funds raised alleviate barriers cancer patients face on their road to recovery and advance leading-edge research.

#### Game On Cancer Funds Alleviate Barriers on the Road to Recovery

Game On Cancer funds groundbreaking research, enhances patient care by alleviating patient burdens, and supports clinical programs that allow for best-in-class cancer care. Henry Ford employees are enthusiastic supporters of Game On Cancer. In fact, nearly half of all participants in Game On Cancer 2018 were employees, and 51 of the 125 teams that took part represented Henry Ford Health System or Health Alliance Plan (HAP).

#### *In 2018:*

**1,100** participants  
Raised **\$1.2 million** and  
Helped **2,500** people

## HENRY FORD EMPLOYEE AND PHYSICIAN GIVING

The 2018 Physician and Employee Giving Campaign supported a variety of Henry Ford programs, raising \$3,492,125. Almost 9,000 team members gave to the campaign, earmarking their contributions for specific areas that were most meaningful to them. These include:



### Neo-Natal Intensive Care Unit

The NICU serves more than 500 vulnerable newborns annually. The employee fund provides resources for new equipment, seed money for pilot projects, new technology and educational tools that support the NICU.

### HFHS Green Fund

This fund supports the efforts of the Office of Sustainability through environmentally sustainable and fiscally responsible initiatives and partnerships.



### SandCastles Camp

At no cost, more than 1,100 children, teens and family members received emotional support as they grieved the death of a loved one, including a weekend summer camp for youth.

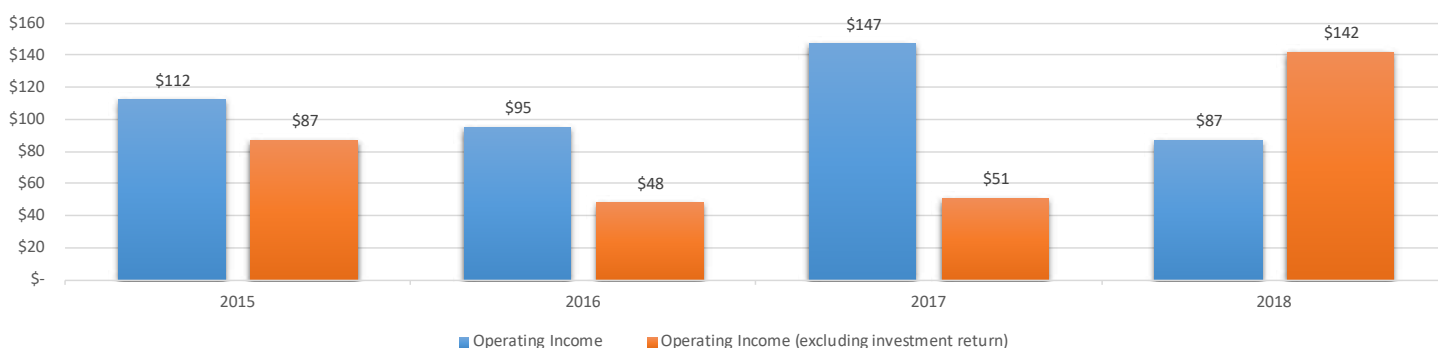
**2018 EMPLOYEE GIVING  
CAMPAIGN RESULTS:**

**9,000** Employee Donors  
**\$3.5 Million** Dollars Raised



# 2018 FINANCIAL PERFORMANCE

Operating Performance (in millions)

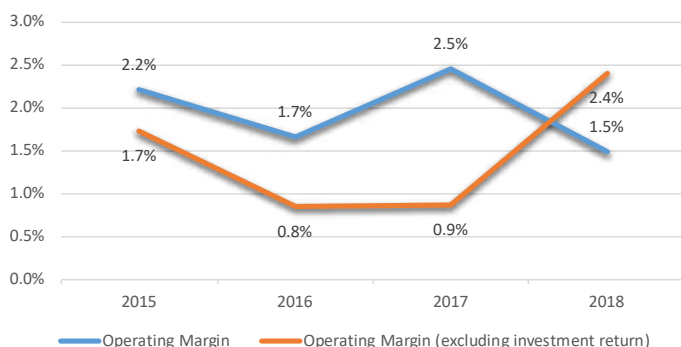


Strategic growth and population health supported by day-to-day operational excellence across the Henry Ford enterprise is driving sustainable and rising health system performance. Henry Ford Health System has sustained 20 years of growth in revenue from its provider network. The System's overall performance was adversely impacted by negative investment performance resulting from capital market volatility as well as losses related to the strategic termination of select Health Alliance Plan (HAP) contracts. The System has also improved liquidity and balance sheet metrics.

## Bond Ratings

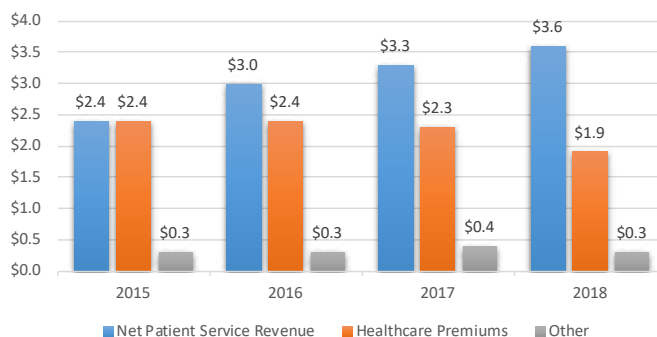
- Standard & Poor's reaffirmed Henry Ford's A rating with a Stable Outlook.
- Moody's upgraded Henry Ford's rating to A2 stable from A3 positive, citing improved operating and balance sheet metrics.

Operating Margin



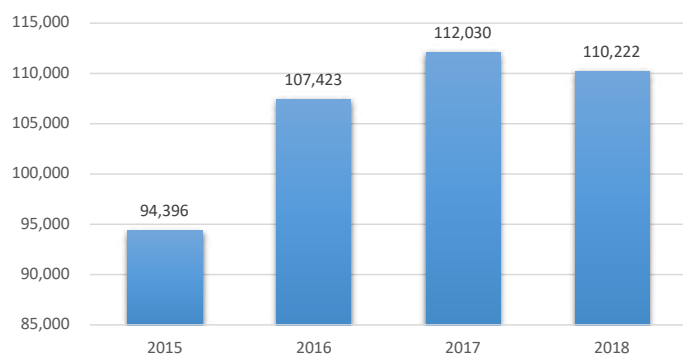
Strong performance was the result of revenue growth for the provider segment and effective expense management.

System Revenue (in billions)



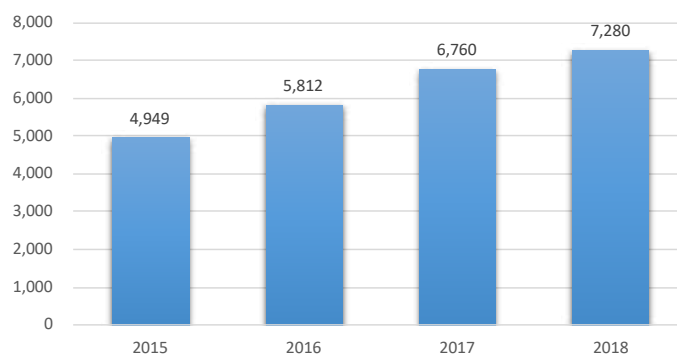
The System's net patient service revenue increased due to higher outpatient volume, expanded specialty and ambulatory pharmacy activities, and an increased all payor case mix index. Health care premiums declined as a result of the elimination of certain HAP contracts. The System has experienced strong growth in its contract pharmacy revenue with both increased volume and new contracts increasing other revenue.

### Discharges



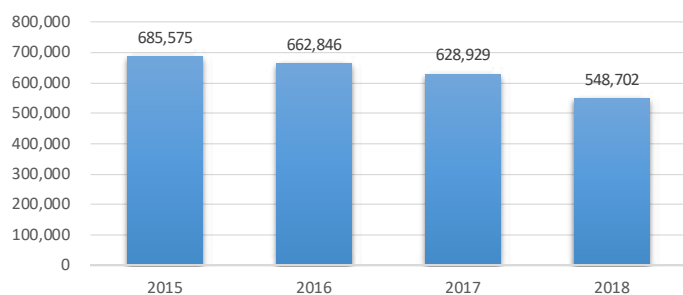
The 2017 increase is primarily due to a full year of Allegiance. Decreases are due to shift of care to ambulatory settings.

### Outpatient Facility Visits (in thousands)



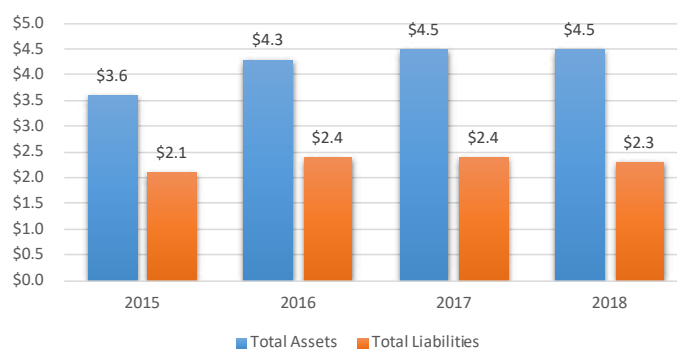
Outpatient services continued a trend of dramatic growth as more care shifts to ambulatory settings.

### Health Alliance Plan and Subsidiaries Membership



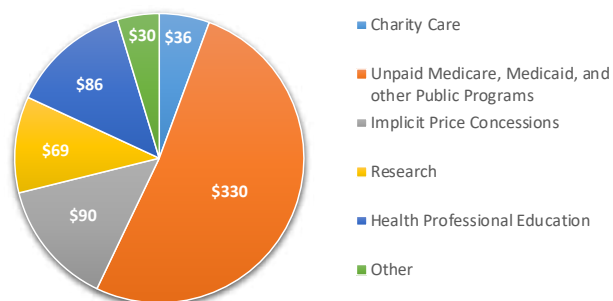
Lower enrollment in 2018 is primarily related to the strategic elimination of selected HAP contracts. The decrease in healthcare premium revenue was partially offset by a decrease in healthcare provider expenses.

### Total Assets & Liabilities (in billions)



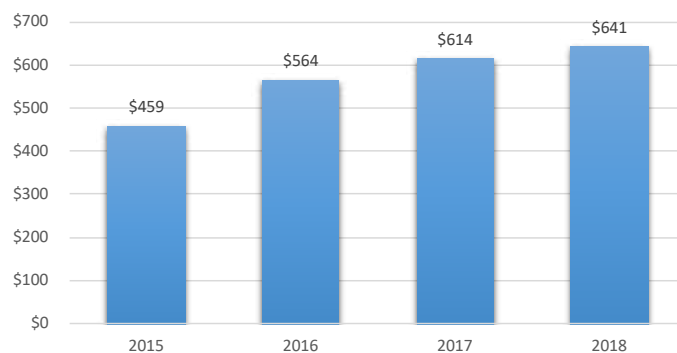
The System maintains a solid balance sheet. Total assets and liabilities remained relatively flat compared to 2017.

### 2018 Community Benefit Cost (in millions)



The System provided \$641 million total community benefit during 2018 including \$456 million of uncompensated medical care costs.

### Rise in Community Benefit (in millions)



Henry Ford's commitment to Community Benefit, which includes research, health professional education, and other community services, continues to rise annually, with a 4.4% increase from 2017 to 2018.



# AWARDS AND RECOGNITION

Throughout 2018, Henry Ford Health System received numerous awards. These are just a few highlights of the System and hospital awards that were received.



## The Leapfrog Group Awards “A” Grade for Patient Safety Performance

- Henry Ford Hospital
- Henry Ford Allegiance Health

- Henry Ford Macomb Hospital
- Henry Ford West Bloomfield Hospital
- Henry Ford Wyandotte Hospital

## Top Hospitals for Patient Safety and Quality

- Henry Ford Hospital
- Henry Ford Macomb Hospital
- Henry Ford West Bloomfield Hospital



## College of Healthcare Information Management Executives

- Henry Ford Health System, Most Wired Award



## Michigan Association of Health Plans (MAHP)

- Health Alliance Plan (HAP), Pinnacle Awards for

Chronic Disease Management and Clinical Service Improvement



## The National Cancer Institute (NCI)

- Henry Ford Cancer Institute, recognized as a High Performing Site



## Davies Award

- Henry Ford Health System, Health Information and

Management Systems Society, Davies Award of Excellence for Health IT



## Healthgrades, Critical Care Excellence Award

- Henry Ford Wyandotte Hospital



## American Heart Association/ American Stroke Association Get With The Guidelines® – Stroke Gold Quality

## Achievement Award

- Henry Ford Hospital
- Henry Ford West Bloomfield Hospital



## U.S. News & World Report

- Top 50 Best Hospitals for Ear, Nose and Throat, Henry Ford Hospital
- High Performing Specialties in Cancer, Nephrology, Neurology & Neurosurgery, Orthopedics, and Urology, Henry Ford Hospital



## LGBTQ Healthcare Equality Leader Awards

- Henry Ford Hospital
- Henry Ford Macomb Hospital
- Henry Ford West Bloomfield Hospital
- Henry Ford Wyandotte Hospital


**DiversityInc**

- Henry Ford Health System, ranked #3 of Top 11 Hospitals and Health Systems


**Best & Brightest**

- Henry Ford Health System, Wellness Award


**Consumer Reports**

- Henry Ford Macomb Hospital, Top Heart Hospital


**Hour Detroit**

- Brain Tumor Treatment/ Hermelin Brain Tumor Center, Excellence in Care Award


**The Joint Commission**

Henry Ford Allegiance Health, 2018 Pioneers in Quality™ Solution Contributor, for

contributions to electronic clinical quality measure (eCQM) data for quality improvement in health care

**Centers for Medicare & Medicaid Services**

- Henry Ford West Bloomfield Hospital, five-star ranking
- Henry Ford Macomb Hospital and Henry Ford Allegiance Health, four-star ranking

**Governor's Fitness Award**

- Henry Ford Health System, Employee Wellness

**Baby-Friendly® Hospital Initiative (BFHI)**

- Henry Ford Hospital, Baby-Friendly® designation

**American College of Surgeons and Committee on Trauma**

- Henry Ford West Bloomfield Hospital, Level III trauma center verification

**Centers for Disease Control and Prevention**

- Henry Ford Macomb Hospital, full recognition for the Diabetes Prevention Program

**Pulmonary Fibrosis Foundation**

- Henry Ford Hospital designated as part of the foundation's 60 national Care Center Network sites

# Henry Ford Health System Executive Leadership

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++++Appointed Director  
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++Appointed Enrollee Representative Director  
+++Appointed Physician Director

++++Appointed Director  
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Sabreen Rahman, M.D.

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Anser Mohammed, M.D.

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Cathy Frank, M.D.

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Donna Wellington, R.N., MBA,  
 BSN

### Hospital Nursing Administrator

Claudia Kunz, R.N., MSN, BSN

### Hospital Director of Operations

Shannon Southway, MBA

### Family Medicine Representative

Promita Roychoudhury, M.D.

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Ali Shakir, M.D.

#### Immediate Past Chief of Staff

Brian Loder, DPM

#### Vice Chief of Staff

Laila Shehadeh, D.O.

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 Jeremy Fischer, D.O.  
 Sachinder Hans, M.D.  
 John Lim, M.D.  
 Natesh Lingam, M.D.  
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**Surgery Division Chief**

Harold Gallick, M.D., J.D.

**Ambulatory Division Chief**

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**Medicine Division Chief**

Rajindar Sikand, M.D.

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 Hospital Medical Executive  
 Committee**

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 Vijayalakshmi Donthireddy, M.D.  
 Michael Dunn, M.D.  
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