



SYSTEM REPORT

2013 2014



*TRANSFORMING LIVES AND COMMUNITIES THROUGH
INNOVATION • CARE COORDINATION • COLLABORATION*



Dear Colleagues & Friends,

Transforming Lives and Communities Through Innovation, Care Coordination and Collaboration – that's what Henry Ford Health System has been all about since Henry Ford Hospital opened its doors in 1915.

As we head into our 100th year of providing world-class care to the Detroit community, commitment to these core competencies is demonstrated every day by our trustees, leaders, physicians, nurses, employees, and volunteers. Here are just a few of the stories you will find in the pages of our 2013-2014 Annual Report including how:

- Henry Ford Innovations is challenging our employees to become inventors and entrepreneurs to fulfill the System's aim of becoming a global leader in the field of medical innovation.
- For the first time in our history, we are truly coordinating our care across the System through the implementation of Epic. With this nationally-recognized health IT electronic medical records system, patient charts are accessible to any caregiver in the System, anytime, anywhere.
- HFHS is collaborating with other anchor institutions to help revitalize Detroit by offering financial incentives to our employees to Live Midtown.

As we continue to create One Henry Ford, we will continue with *Transforming Lives and Communities Through Innovation, Care Coordination, Collaboration*, as well as build on our foundational pillars of People, Service, Quality & Safety, Growth, Research & Education, Community and Finance.

Sincerely,

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

Nancy M. Schlichting
Chief Executive 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

John Popovich, Jr., M.D.
President and Chief Executive Officer,
Henry Ford Hospital and Executive Vice
President and Chief Medical Officer,
Henry Ford Health System

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

Joseph E. Schmitt
Chief Financial Officer (Acting),
Henry Ford Health System

James M. Connelly
President and Chief Executive Officer,
Health Alliance Plan and
Executive Vice President,
Henry Ford Health System

INNOVATION



William O'Neill, M.D., and the HFHS structural heart team develop advanced cardiac procedures in the catheterization lab.

By bringing leading-edge discoveries to patient care, Henry Ford is transforming health care one invention, one product, and one procedure at a time. We are pioneering new and better ways to care for patients, from developing lifesaving medical procedures to designing patient gowns. Research, experience, imagination and dedication combine, giving rise to ground-breaking solutions that are changing the world of health care.

Clinical Innovations

Henry Ford Hospital pioneers new cardiac approach

In July 2013, physicians at Henry Ford Hospital connected blood vessels that do not normally intersect to create a new route to the heart and implant an artificial heart valve. It was the world's first transcaval cardiac procedure and a life-saving event for 79-year-old Viola Waller of Charlevoix, Mich.

Normally, placing a transcatheter aortic valve replacement is done through the leg arteries. But for patients like Waller whose arteries are too small for the catheter, the new route offers hope. To reach her heart, physicians threaded a guide wire through a vein in her leg, passed it from the main vein in the body and into the main artery, the abdominal aorta. Then the openings of the vein and artery were gradually widened to allow a catheter to connect them, continue to the heart, and implant the new artificial heart valve.

“The success of this new procedure may open a new route for transcatheter valve replacement,” said William O’Neill, M.D., medical director of the Center for Structural Heart Disease at Henry Ford Hospital. The new procedure could help 25,000 – 50,000 patients a year in the U.S.



Viola Waller, the first patient in the world to receive an artificial heart valve using the transcaval cardiac procedure. The successful surgery was performed at Henry Ford Hospital.

TRANSFORMATION

- Henry Ford surgeons developed and performed the world’s first transcaval cardiac procedure, enabling more patients to receive a lifesaving heart surgery.
- Inventors competed in the Global HealthTech Challenge, pioneering 70 new products and procedures to reduce hospital readmissions.
- 14 teams of Henry Ford employees developed their ideas for improving health care delivery.
- Henry Ford developed student drawings resulting in a new, wrap-around patient gown in use by Henry Ford Hospital patients.

Henry Ford Innovations

As part of its aim to become a global leader in the field of medical innovation, Henry Ford Health System developed HFHS Innovations in 2012. Innovations brings leading-edge discoveries to the patient bedside, partners with corporate collaborators, and stimulates economic growth through commercialization and new business spin-offs. Innovators have access to opportunity assessments, engineering services for prototypes, seminars and educational programs aimed at developing specific medical products and procedures. The Henry Ford Innovation Institute is a program within the HFHS Innovations umbrella that serves as a physical and virtual resource where System innovators are provided access to world-class resources, expertise, and programs needed to take a great idea to a transformative product.

Global HealthTech Challenge

Minds from around the globe were spinning as they envisioned solutions for a complex healthcare problem: reducing avoidable hospital readmissions. The Innovation Institute's first HealthTech Challenge was launched in 2013. There were 70 submissions from 11 countries resulting in five finalists. In March 2014, each finalist received a \$10,000 award and the chance to develop and commercialize their solutions:

- AdhereTech: Smart pill bottle
- Aidin: Post-acute care transition platform
- Fit4D: Post-discharge educational tool
- Health Recovery Solutions: Post-discharge patient management platform
- WellBe: Care-path focused patient engagement platform



Josh Stein, CEO of AdhereTech and a finalist in the Global Health Tech Challenge, presents his company's innovation, the smart pill bottle.

Henry Ford Innovation Institute Challenge

In 2013, Henry Ford Innovations challenged Henry Ford Health System employees to become inventors and entrepreneurs with the chance that their idea could become a marketable product.

According to Mark Coticchia, vice president & chief innovation officer at Henry Ford Health System, "The Henry Ford Innovation Institute Challenge inspired employees to develop creative solutions to a healthcare problem. We received entries from teams at three hospitals and 11 clinical and professional departments. It wasn't easy, but we narrowed the entries down to three top choices."

The winners received cash prizes, and all three are in various stages of review and development:

Virtual Primary Care Physician A telemedicine solution that engages the primary care physician at discharge.

Status: A proof-of-concept prototype was developed in partnership with Carnegie Mellon University's Quality of Life Technology center and scheduled for completion in 2014.



Scott Dulchavsky, M.D., Ph.D., CEO of Henry Ford Innovation Institute and chair of Surgery at Henry Ford Health System, second from left, presents a check to the Virtual PCP team, from left, Nadia Haque, Pharm.D., Kimberly Ulbrich, R.N., and Vikram Reddy, M.D.

My Medical Memory A mobile application for post-discharge patient management.

Status: Early-stage product design process is in progress.

Walk6 A mobile application for cardiac and pulmonary patient rehabilitation.

Status: Following a market assessment, clinical validity is being explored with HFHS care providers.

Most of the employees had no exposure to innovation or entrepreneurship prior to the Challenge, but now are directly engaged with educational and development activities.

“The Challenge has proven to be a high-quality pipeline of provider-generated solutions to difficult healthcare problems,” said Coticchia.

New gown has patients covered

Who hasn’t giggled and blushed, heading down a hallway, claspng a breezy patient gown together behind your back? Thanks to a new patient gown invented by Henry Ford Innovation Institute in collaboration with the College for Creative Studies, those days may soon be just a funny memory and the butt of jokes.

The gowns were a hit on TV talk shows *LIVE with Kelly & Michael* and *Ellen*, with host Ellen Degeneres.



New gown being modeled on comedian Ellen Degeneres’ daytime talk show.

“Leave it to Ford to cover your junk in your trunk,” quipped the comedian.

The new gowns wrap completely around the patient, closing in the front and back. The gown began with student drawings two years ago, was tested by patients, and is now in use on several patient floors at Henry Ford Hospital. Hospitals nationwide have already expressed interest in the gowns for their patients.



CARE COORDINATION



Celebrating the successful Epic Go-Live at Henry Ford Wyandotte Hospital with a “high five” are Toni Silas, R.N., director of the Emergency Department and Denise Brooks-Williams, president and CEO of Wyandotte Hospital.

Investing in advanced information technology, tools and training has enabled the System to transform every aspect of care coordination. From making medical records accessible from any point of care in the System to connecting patients with physicians via email, the System embraces technology and continues to develop processes that make the most of all the benefits information technology has to offer.

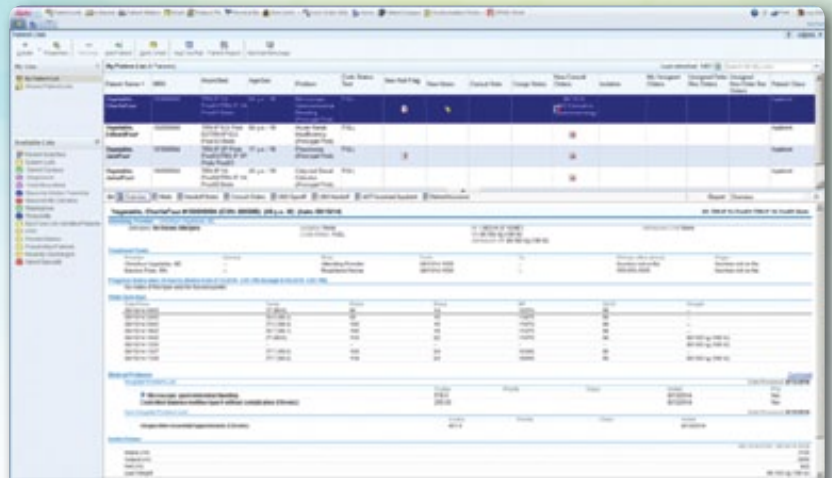
Project Helios is here

Five years in the making, Project Helios replaced all of Henry Ford’s medical record systems with Epic, a nationally-recognized health IT electronic medical records system. Rollout for Project Helios began in December 2012, and continued in phases throughout 2013 and was completed in May 2014. Every one of Henry Ford’s employees was involved, with more than 200 serving vital roles on the Project Helios team.

Epic benefits patients

Imagine the health system's 23,000 employees collaborating around the same patient information. That's healing power. And Henry Ford patient charts are accessible to any caregiver in the System – anytime, anywhere – for seamless care. No unanswered questions, no duplicate tests, no barriers to care.

Beyond Henry Ford, a patient's medical record goes where they go, following them throughout the U.S. to any doctor's office or hospital that also uses Epic Care Everywhere. Because Epic is one of the most widely used medical record systems in the country, many other health care providers also use it, allowing that care team to access your information in a matter of seconds.



Epic makes Henry Ford patient charts available to any caregiver in the System, allowing immediate access to information and seamless care.

Additional patient benefits are:

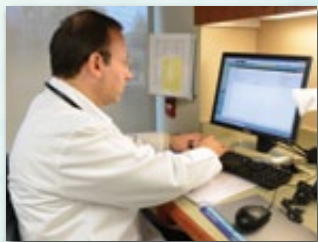
- Online test results as soon as the test is processed, often in less than 24 hours.
- Online After Visit Summaries that enable patients to view a summary of their doctor or ER visit and see their care instructions.
- Safer prescriptions. Prescriptions are ordered electronically, preventing drug and allergy interactions across all care settings.
- Privacy and security. Henry Ford medical records are protected and secure.
- Accessibility. Patients can obtain their own medical records easily online.
- A single patient bill.

Epic enhances physician-patient communication

Patients can send a message to their doctor's office and the message is delivered via Epic. This type of electronic communication decreases patient wait times on the telephone and enables patients to communicate with their doctor's office conveniently.

MyChart brings patients inside

MyChart is the Henry Ford patient portal, where patients can go online and schedule appointments, view test results, view their health summary, pay bills, request prescription renewals, communicate with their medical care team, and more. In its first year of operation, more than 108,000 patients are using MyChart. By the end of 2014, 200,000 or more patients will be on board.



"MyChart improves communication between my patients and me. Patients can email me with their questions or concerns and I look at it between patients or at the end of the day and answer them.

The patient doesn't have to wait on the phone and I don't feel rushed. Test results are also easily communicated. After a patient has a blood test, for example, results are available on MyChart as early as two hours after the test. If results are outside of the normal range, I send them a letter explaining their results and the next steps. My patients also like being able to make appointments through MyChart. They can see when I'm available, look at their calendars, and book the time that works best for their schedules."

Rashid Alsabeh, M.D.

Internal Medicine, Henry Ford West Bloomfield Hospital

"I just used MyChart this morning. I recently saw my doctor and within 24 hours most of my blood tests were in MyChart and available for me to look at. The final one was in today. I like the fact that the test results are there so quickly, you can print them yourself and don't need to bother your doctor. But, my doctor is there if I have questions. I use the reports to keep track of my own progress over the months. I also like using MyChart to refill prescriptions and make appointments. The choice of times comes up on the screen and I can choose what works best for my schedule. I like everything about MyChart."



Margaret Flowers

HFHS patient and MyChart user

TRANSFORMATION

- After five years of preparation, the entire Henry Ford organization transitioned to a single, state-of-the-art, electronic medical records system.
- Patient records are accessible by any caregiver in the System and any caregiver in the U.S. using Epic Care Everywhere.
- In its first year, more than 108,000 patients are using My Chart to communicate with physicians using email, obtain their own medical records and see test results online.
- Henry Ford formed a Single Billing Office and single Medical Record Number to unify and streamline services.
- HAP customers receive easier-to-understand explanation of benefits, more online tools and new products through HAP 2.0.

Patient safety

Epic standardizes health care processes, ensures that physician orders are precisely followed, and that all providers follow best practices – a method or technique that has consistently shown results superior to other methods. Caregivers use Epic to double-check that every step in a procedure is completed and recorded.

Project Helios improves finances

Project Helios replaces four different hospital and four different physician billing platforms with one unified system. The system is more efficient, and efficiency results in cost savings in many areas. For example, in its first year of use medical record transcription costs decreased by nearly \$3 million.

Henry Ford's revenue cycle process also is more precise and more productive because of Epic. Through the implementation of Epic, HFHS has formed a Single Billing Office (SBO) across the HFHS enterprise that manages Revenue Cycle operations for all hospitals and ambulatory environments. This has led to a more efficient workforce as the System benefits from workflow tools that provide improved cash flow and greater accuracy.

In addition, Epic also has enabled the System to create a single Medical Record Number (MRN), a single and unified formulary and registration system. The new medical record system also ensures less lost revenue from errors. Errors can cause underpayment by insurance companies. In fact, most health care providers lose three to five percent of revenue through mistakes in their processes. The Epic revenue-cycle management software reduces errors, because the software has real-time tools that capture the necessary information to seal gaps and minimize mistakes.

HAP 2.0 transformation



Health Alliance Plan (HAP) transformed their core business processes and information technology systems in 2013. HAP 2.0 provides a strong foundation for the insurance provider to offer additional products and continue to develop their high standards of excellence in customer service.

While HAP customers will notice easier-to-understand explanation of benefits and more online tools, many of the changes are behind the scenes. Advantages include greater product diversity and the ability to adapt to changing benefit and product needs, more effective work processes and operational efficiencies, and compliance with Health Care Reform Regulatory Requirements. HAP can adapt more rapidly to customer needs and offer new products, personalized service and support, and faster claims processing. In 2014, HAP is focused on optimizing the technology, people, and processes that are affected by the scope of HAP 2.0 to help fully realize the benefits of the transformation.

COLLABORATION

A man with dark hair and a beard, wearing a light grey sweater and blue jeans, is leaning on a white metal railing. He is looking out over a cityscape, with a large, modern building visible in the background. The image is part of a larger graphic with a blue gradient background.

Jonathan Rakofsky, M.D., enjoys the view from his Midtown apartment.

Investing in change and connecting with communities has allowed Henry Ford to take a lead role in transforming the look, direction and energy of southeast Michigan. Leveraging resources already in place, the System partners with community organizations and lends leadership and clinical skills to valuable programs. Henry Ford staff also reaches out through the System's own community programs to make wellness a priority in the lives of countless individuals, extending care far beyond the health system's walls.

Live Midtown revitalizes Detroit neighborhood

Since 2011, Henry Ford employees have been eligible to receive up to \$20,000 when they buy or lease a home in Detroit's Midtown community. Today, Midtown home values are rising and occupancy rates have reached 97 percent. Local businesses are thriving, new businesses are moving in, and high-quality housing is going up to meet demand.

Cardinal Health project

The first building in Henry Ford's South of the Boulevard project, the Cardinal Health project, launched the Downtown Campus expansion, which will revitalize a 300-acre area across from Henry Ford Hospital. Cardinal Health will be a medical products distribution center, supplying Henry Ford Health System and the Detroit Medical Center.



Projected value of the facility: \$28 million

Number of Acres: 18

Building size: 275,000 square feet

Estimated new jobs: 31

Estimated jobs relocated to the City of Detroit: 109

Groundbreaking: Summer 2014

Estimated completion date: Spring 2015

Measure Up/Pressure Down

Heart disease and stroke are two of the leading causes of deaths in the U.S., and uncontrolled high blood pressure is a major risk factor. The 1,200 physicians of the Henry Ford Medical Group are participating in the national Measure Up/Pressure Down campaign to lower blood pressure for 80 percent of patients with hypertension. Using proven care processes, physicians are aiming for 15 percent improvement by 2016.



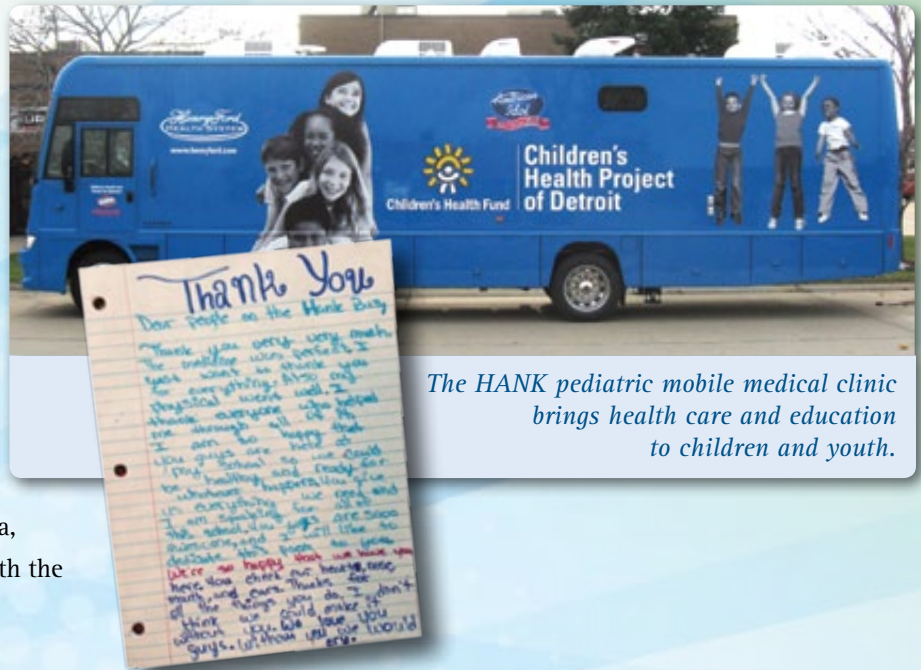
**Measure Up
Pressure Down™**
American Medical Group Foundation

- The Henry Ford Cardinal Health project is bringing more than 30 new jobs to the City of Detroit.
- Occupancy rates in the Midtown Detroit area have reached 97 percent since the Live Midtown program began in 2011.
- 1,200 Henry Ford Medical Group physicians are using proven care processes to reduce blood pressure for 80 percent of patients with hypertension.
- More than 360 at-risk pregnant women received assistance accessing medical and social services.
- 500 Wyandotte area children started school with new backpacks and school supplies.
- 2,000 West Bloomfield area children gained first-hand knowledge of vegetable farming and enjoyed organic vegetables.
- 150 Macomb leaders directed and participated in 200 community events.

HANK gets THANKS

"I am so happy that you guys are here at my school so we could be healthy and ready for whatever happens. You give us everything we need and I am speaking for all of this school. Thank you very, very much." –
Student, following her physical via HANK

Using the 38-foot pediatric mobile medical clinic, "HANK," Henry Ford staff provided 6,706 health visits, including one-on-one health education and nurse visits, and 2,365 clinic visits. In 2014 a second mobile unit, Clara, joined HANK, extending Henry Ford's reach with the capacity to double current numbers.



The HANK pediatric mobile medical clinic brings health care and education to children and youth.

HAP's Couch to 5K Challenge

HAP's nine-week Couch to 5K Challenge takes sedentary HAP members to a 3.1-mile race – gradually. Online and in person, the training program is everything a person needs to hit their 5K-goal, and is offered free to members.



Carol Arsenault celebrates a healthier life and her new passion for running.

Centerline resident Carol Arsenault took part in 2013, and is today an avid runner. In 2014, she aims to complete 10 5Ks and end the season with a 10K. "The program was a lot of fun and it made me feel a part of something. There were emails with tips and encouragement, and group runs. It was motivating. To this day I still use the information I got at the very first meeting," she says.

Today Carol is 40 pounds lighter, with normal cholesterol, and a low heart rate that reflects her high fitness level. "It started out as one run and has become a lifestyle," she says.

Regional Partnerships and Community Programs

Henry Ford Wyandotte Hospital

Kids start the school year with 'Backpackpalooza'

School supplies are costly and it can be challenging for many families to buy supplies for their children each year. That's why Henry Ford Wyandotte Hospital partnered with Operation: Kid Equip and Affinity Group Credit Union to provide area children with free backpacks, school supplies and books at "Backpackpalooza." More than 500 stuffed backpacks and books were distributed to children for the school year, a total of 200 more than in 2012, thanks to the generosity of hospital physicians. Henry Ford Wyandotte nurses offered free blood pressure checks and a family medicine physician answered general health questions for families.



Students discover their "green thumbs" and explore the organic greenhouse at Henry Ford West Bloomfield Hospital.

Henry Ford West Bloomfield Hospital

Students become chefs and farmers

More than 2,000 students explored nutrition and sustainable farming in 2013 through Henry Ford West Bloomfield Hospital's Farmer for a Day and Chef for a Day programs. The hospital shares its state-of-the-art demonstration kitchen and large organic greenhouse with students for hands-on programs. Students learn life skills, discover healthy eating habits, explore herb and vegetable farming and hydroponic technology. Two full-time employees and the support of registered dietitians, members of the culinary team and volunteers make the programs possible. Even student transportation is provided, through collaboration with the Security department using HFHS shuttles.

Henry Ford Macomb Hospitals

Leader Outreach Program

As part of its efforts to transform health care and move beyond the walls of its hospitals and health centers, Henry Ford Macomb Hospitals engages its leaders and physicians alike. In 2013, 150 Henry Ford Macomb Hospitals leaders were involved in more than 200 community events for a total of 20,000 community contacts. Leaders at the supervisor level and above are required to volunteer at least 10 hours annually with community outreach, providing them with an opportunity to interact with those they serve in a different way, while boosting outreach efforts. They volunteered at senior citizen centers, parks and recreation departments, and social service agencies, gave talks through the Henry Ford Macomb Hospitals speaker's bureau, participated in events with local chambers of commerce, and supported government relations work, health screenings and health education classes. The Leader Outreach Program is designed to foster ongoing relationships with community members, build trust, and provide valuable feedback on how Henry Ford Macomb Hospitals is perceived.

Detroit

WIN connects women with care

A partnership between Detroit's major health systems, public health, academic and community partners created the Women-Inspired Neighborhood (WIN) Network: Detroit. WIN tightens the loose net of disconnected medical and social services for women with the goal of improving infant survival through the first year of life. Between January 2012 and November 2013, 364 pregnant women enrolled and more than 700 non-pregnant women were engaged. Through the program, 2,000 individuals were connected with preconception, interconception, prenatal and parenting messages through a high-tech social marketing campaign.



Enriching a Generation With Promise

The Generation With Promise (GWP) nutrition education and physical activity program served 9,910 youth and adults in 2013, at schools, community organizations and faith-based sites. More than 90 percent of adults and 85 percent of youth who participated reported an increase in fruit or vegetable consumption. GWP also presented 44 cooking demonstrations and nutrition presentations, where nearly all attendees said they were inspired to prepare one of the new recipes.

In addition, Youth Wellness Ambassadors led Instant Recess® breaks and trained future leaders at two statewide youth summits and the HFHS-GWP Youth Summit in Detroit. They also led Instant Recess breaks at the American Heart Association's Heart

Walk at Ford Field in June 2013. In 2013, GWP founder Kimberlydawn Wisdom, M.D., senior vice president of Community Health & Equity and Chief Wellness Officer, and Chief Diversity Officer, received a CDC grant for \$290,000 to enhance the program.



Kimberlydawn Wisdom, M.D., center, with Generation With Promise staff and Youth Wellness Ambassadors at the 2013 Youth Summit at the Masonic Temple.



Ben Buller, Ph.D., Neurology Research Lab

EDUCATION & RESEARCH

Research and medical education at Henry Ford Health System serve to continually improve patient care through development of new ways to diagnose and treat disease and through the teaching and practice of evidence-based clinical care. Of all physicians in Michigan, 30 percent have formally trained at some point in their careers within the Henry Ford Health System.

Each year Henry Ford Medical Group physicians train more than 500 medical school students, 500 residents, and 175 fellows across 75 areas of medicine. Henry Ford Health System is the largest osteopathic training program in the nation. Henry Ford Wyandotte Hospital and Henry Ford Macomb Hospitals physicians train more than 200 osteopathic medical students and 190 residents annually. For

all physicians, scientists, and others throughout the System, academic and research work culminated in more than 1,300 published abstracts and papers in 2013.

For National Institutes of Health (NIH) research funding, Henry Ford Health System consistently ranks first among Michigan health systems and fourth when compared to the state's medical schools. Research awards from outside sources in 2013 grew by about 13 percent to nearly \$61 million.

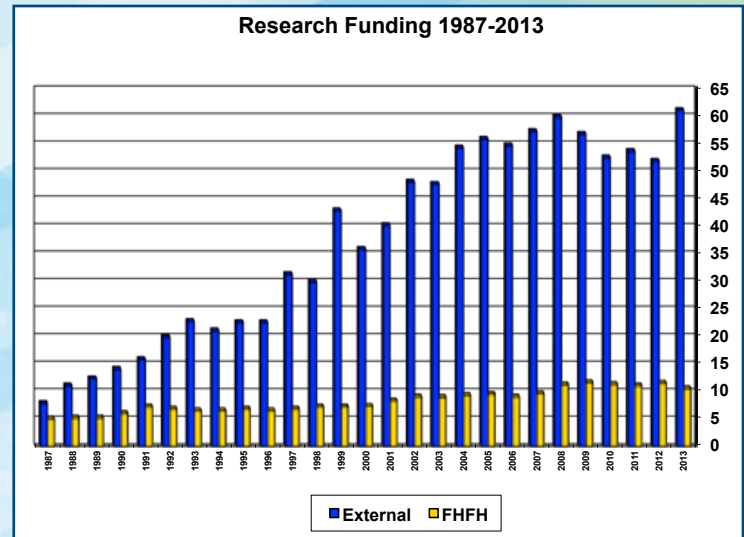
More than 1,800 clinical trial therapies were available to Henry Ford patients in 2013. Other types of research involve basic science (laboratory “bench”) and translational (bench to bedside) research as well as population studies. Our major research programs focus on:

- **Hypertension and heart failure research:** The causes of and treatment for high blood pressure (hypertension) and its relation to heart disease and heart failure.
- **Cancer:** The biology and genetics of cancer as well as screening and prevention of cancer.
- **Brain and spine disease:** New therapies for stroke, traumatic brain and spinal cord injury, and brain tumors.
- **Bone research:** Bone biology, bone mechanics, joint kinematics, osteoarthritis, and osteoporosis.
- **Immunology:** Research of asthma, juvenile diabetes, and other immunologic conditions.
- **Population studies:** Causes of diseases, disease screening, prevention and management, health economics, and health outcomes.

Of many achievements in education and research in 2013, a special one involves a longstanding physician-researcher at Henry Ford Hospital:

- Oscar Carretero, M.D., received a \$12.4 million grant for his hypertension research, making him one of the most continuously awarded investigators by the NIH. This is his sixth NIH program project award since he began his research work at Henry Ford Hospital more than 30 years ago.

Learn more at Henryford.com/research.



Seven-year *ENVISION* Campaign at a glance



\$270 million raised, exceeding
\$250 million goal by \$20 million



80,000 donors



Henry Ford Health System employees
led donor group, raising \$34 million



65 donors gave
\$1 million or more

PHILANTHROPY

In December of 2013, Henry Ford Health System successfully completed the most ambitious fund raising campaign in its history. The seven year, \$250,000,000 ENVISION Campaign exceeded its goal by \$20,000,000, contributing funds to help transform the way we provide care by expanding our facilities and enhancing our clinical programs. The heart of the ENVISION Campaign however was about people.

By the end of ENVISION, 80,000 people had given to Henry Ford Health System. 65 dedicated donors led the way to this overwhelming success by giving more than \$1,000,000 each to a Henry Ford hospital or program. Because of the expertise of a doctor, the compassion of a nurse, the kindness of a volunteer or staff member, thousands of donors were inspired to give.

During the course of the ENVISION Campaign, there was also great community visibility and engagement. With hundreds of community driven activities from private tours and home receptions to major special events, more than 45,000 community members participated and more than \$24,000,000 was raised through events.

Although community engagement was incredible, nowhere else was it more evident that “giving begins at home” than with the Employee Giving Campaign. Through the course of the ENVISION Campaign, employee giving increased from \$250,000 a year to more than \$3,000,000 a year in 2013, with an employee participation rate of 66%. 100% of all HFHS leaders have given eight consecutive years in a row and the HFHS Employee Giving Campaign has become a national model, unequalled by any other organization across the country. The employees of Henry Ford Health System, combined, were the lead donor group to the ENVISION Campaign having given a total of \$34,000,000. Together we can!

Stories of ENVISION

The IMPACT OF GIVING...A LIFE SAVED BECAUSE OF YOU

“After watching a family member suffer the devastating effects of stroke, we knew we wanted to do something to help all stroke patients have better outcomes and an improved quality of life.” Mort and Brigitte Harris

Because of the Harris Stroke Center, dedicated on November 19, 2009, more than 2,000 stroke patients are cared for annually because of the expertise of the physicians and the resources provided by Mort and Brigitte Harris.

Giving Begins at Home: Extraordinary Employee Giving

50 Henry Ford Physicians and Executive Leaders were recognized as members of “**Club 50**” for having generously committed to a charitable investment of \$50,000 or more. Club 50 members raised more than \$7 million in personal gifts during the ENVISION Campaign.

Bob & Sandy Riney made an ENVISION Campaign commitment of \$1 million to support the Employee Helping Hands Fund, in perpetuity. In 2012 & 2013, the newly re-named Bob & Sandy Riney Helping Hands Fund provided 400 Employees with \$446,064 of much needed assistance.



Mort and Brigitte Harris at the dedication of the Harris Stroke Center.

Henry Ford's own Nancy Schlichting established the Schlichting Educational Commons with a \$2,000,000 gift that will educate future generations of doctors, nurses and other healthcare leaders.

Every Gift Makes a Difference in the Life of Another

An anonymous donor helped fund the purchase of Michigan's first and only IMRI. Because of this donor, 235 patients have received treatment they can receive nowhere else in the state.

David & Valerie McCammon graciously funded the \$1,500,000 purchase of the Linear Accelerator at West Bloomfield Hospital. Because of their generosity, 857 cancer patients have been screened and 16,587 treatments have been given.

The SANDCASTLES program is 100% philanthropically driven. More than \$1,000,000 was raised during ENVISION for this program and because of those donors, 3,489 people have been cared for since 2007.

More than \$3,000,000 has been raised for breast cancer through Mothers, Daughters, Sisters & Friends. Three mammography units have been purchased from proceeds and in 2013, 14,188 people received mammograms on those mammography units at the Francee & Benson Ford Jr. Breast Care & Wellness Center.

Investing in Lives Lived to Their Fullest Potential

More than \$23,000,000 was raised to support Henry Ford's Community Programming, primarily for children in Detroit. **Henry Ford School-Based Health Centers see more than 15,000 underserved children in Southeast Michigan each year** because of charitable gifts from local foundations: *Skillman Foundation, Kellogg Foundation, CATCH, Children's Health Fund, Kresge Foundation, Robert Wood Johnson Foundation, Detroit Lions Charities, and the Jewish Fund.*

A \$1,000,000 gift from the Children's Health Fund during the ENVISION Campaign makes it possible for **1,000 – 1,500 children to receive care through Henry Ford's Mobile Clinic (H.A.N.K.) each year.** Founded by Paul Simon, the Children's Health Fund along with local foundations helped fund "CLARA," a second mobile clinic in 2013.

Through a \$2,000,000 gift from the **Carls Foundation, more than 550 babies per year are cared for with the most**



David and Valerie McCammon pictured here with the Linear Accelerator.

advanced life-saving equipment. The Henry Ford Hospital NICU was re-named the **Carls Foundation Neonatal Intensive Care Unit**, in honor of that generous gift.

Milestones of a Monumental Campaign

The FIRST significant gift of the ENVISION campaign came in January of 2007 from the Vlasic Family. Robert & Nancy Vlasic, along with their five sons Paul, Rick, William, James and Michael provided a \$2.5 million capital gift to help build the groundbreaking new Henry Ford West Bloomfield Hospital. Their gift motivated more than 6,630 other donors to contribute to the hospital of the future.

A \$2,500,000 challenge grant from the Kresge Foundation spurred \$30,000,000 in philanthropic giving to Henry Ford Hospital for the construction of two new patient floors. Because of this expansion and the conversion to 64 ICU patient rooms, Henry Ford Hospital became the largest ICU in the Midwest.

“Henry Ford Hospital was always part of our lives as children. After Ford Motor Company, the hospital was my father’s lifelong passion. It has stood the test of time and is something that will always be close to my heart.”

Lynn Ford Alandt

In recognition of more than \$20,000,000 in giving to HFHS, the Heart & Vascular Institute was re-named the

Edith and Benson Ford Heart & Vascular Institute, system-wide. This honor was bestowed upon Edith & Benson’s children Lynn Alandt and Benson Ford Jr. Ford Family Members joined Lynn & Benson for the formal dedication on December 4, 2009 at the “Red Heart Blues” celebration event.

Shaping the Future of Healthcare

In December, 2013, a multi-million dollar commitment from the William Davidson Foundation established the **Davidson Center for Entrepreneurs in Digital Health**, at the Henry Ford Innovation Institute. This *final gift of the seven year ENVISION Campaign*, launches an innovative program for learning and business that will propel Henry Ford into the future of healthcare.



Lynn Ford Alandt and Benson Ford Jr.



2013 FINANCIAL PERFORMANCE

For the eleventh consecutive year, Henry Ford Health System experienced positive revenue growth and net income in 2013.

The System reported total revenues of \$4.52 billion in 2013, an increase of \$40 million over 2012. Henry Ford Health System reported \$14.0 million net income from consolidated operations for 2013 as compared to \$36.6 million in 2012.

The decrease is directly related to two major factors:

increased expenses related to implementing Epic and less investment income.

In 2013, the System provided \$481 million of Community Benefit costs, including \$315 million in uncompensated medical care costs.

CONSOLIDATED BALANCE SHEETS

December 31, 2013 and 2012

(In Thousands)



ASSETS

CURRENT ASSETS:

	December 2013	December 2012
Cash and cash equivalents	\$ 471,320	\$ 475,988
Short-term investments	4,824	16,211
Patient care receivables	216,574	174,534
Health care premium receivables	49,704	43,020
Other current assets	<u>190,645</u>	<u>208,312</u>
Total Current Assets	933,067	918,065

LONG-TERM INVESTMENTS

ASSETS LIMITED AS TO USE

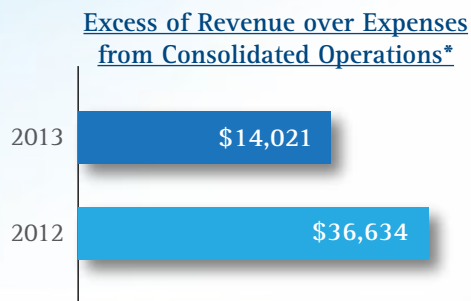
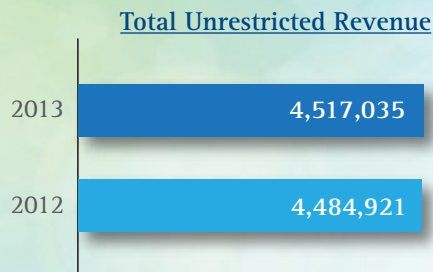
JOINT VENTURES AND OTHER ASSETS

PROPERTY, PLANT AND EQUIPMENT

TOTAL	\$ <u>3,525,325</u>	\$ <u>3,454,652</u>
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LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	\$ 667,133	\$ 701,378
LONG TERM DEBT	870,728	817,971
OTHER LONG TERM LIABILITIES	414,720	497,828
NET ASSETS	<u>1,572,744</u>	<u>1,437,475</u>
TOTAL	\$ <u>3,525,325</u>	\$ <u>3,454,652</u>



*Includes Noncontrolling Interests of \$13.5 million and \$2.2 million in 2013 and 2012, respectively

CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

December 31, 2013 and 2012

(In Thousands)

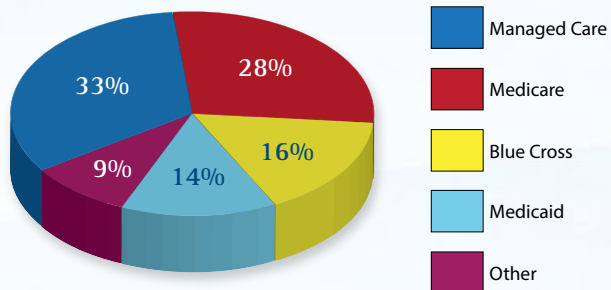
	2013	2012
UNRESTRICTED REVENUE:		
Net patient service revenue	\$ 2,095,934	\$ 2,084,193
Health care premiums	2,174,732	2,153,704
Investment income	58,335	66,792
Other income	<u>188,034</u>	<u>180,232</u>
Total Unrestricted Revenue	<u>4,517,035</u>	<u>4,484,921</u>
EXPENSES		
Salaries, wages, and employee benefits	1,717,526	1,666,112
Healthcare provider expense	1,349,567	1,318,019
Supplies and other expenses	1,291,737	1,303,643
Depreciation and amortization	<u>170,191</u>	<u>168,786</u>
Total Expenses	<u>4,529,021</u>	<u>4,456,560</u>
(DEFICIENCY) EXCESS OF REVENUE OVER EXPENSES BEFORE UNUSUAL ITEMS	(11,986)	28,361
UNUSUAL ITEMS	<u>26,007</u>	<u>8,273</u>
EXCESS OF REVENUE OVER EXPENSES FROM CONSOLIDATED OPERATIONS	14,021	36,634
OTHER INCREASE IN NET ASSETS	<u>121,248</u>	<u>40,745</u>
TOTAL INCREASE IN NET ASSETS	135,269	77,379
TOTAL NET ASSETS AT BEGINNING OF YEAR	<u>1,437,475</u>	<u>1,360,096</u>
TOTAL NET ASSETS AT END OF YEAR	<u><u>\$ 1,572,744</u></u>	<u><u>\$ 1,437,475</u></u>

PATIENT CARE AND OTHER STATISTICS

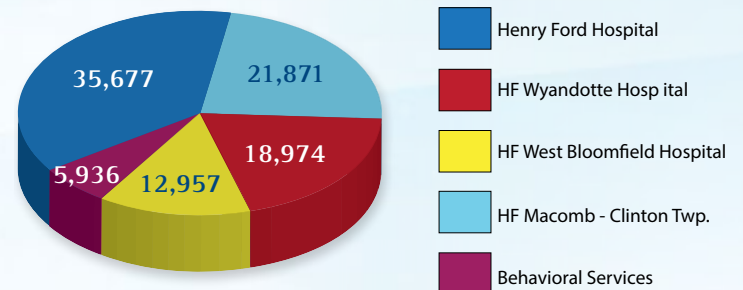
December 31, 2013 and 2012

	2013	2012
Admissions	95,415	100,405
Patient Days	484,622	506,584
Emergency Room Visits	382,290	390,767
Surgeries	62,171	65,624
Births	7,974	7,538
Length of Stay (Medical / Surgical)	4.8	4.8
Full Time Equivalents	20,563	20,235
Health Alliance Plan and Subsidiaries Membership	679,550	653,964

2013 Third Party Payors



2011 Admissions



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