



I AM PROUD

REPORT TO THE COMMUNITY

ALLEGIANCE HEALTH | 2015 ANNUAL REPORT

TABLE OF CONTENTS

A Letter from our President and CEO.1

Financial Commitment3

Contributions to the Community4

Grateful for a Husband’s Care6

HEMATOLOGY/ONCOLOGY, RADIATION ONCOLOGY,
HOME CARE, PERSONAL CARE, HOSPICE

Investing in our Future10

TECHNOLOGICAL ADVANCEMENTS

Improving Strength and Mobility. 14

ORTHOPAEDICS

1,000+ Reasons to be Proud 16

HEART AND VASCULAR SERVICES

Proud to Support the Community We Live In 20

ALLEGIANCE HEALTH FOUNDATION

2015 Operating Costs 23

Governance 24

OUR MISSION

We lead our community to better health and well-being at every stage of life.

OUR VISION

We will create Michigan’s healthiest community through exceptional health care and inspiring a passion for wellness.

OUR VALUES

Compassion, competence, customer service, diversity, healing environment, integrity, quality and teamwork



A LETTER FROM OUR PRESIDENT AND CEO

Dear Neighbor,

The theme of this year’s *Report to the Community*, “I Am Proud,” has special meaning for us, because it presents a platform for our staff, physicians and leaders to share their personal motivation for coming to work every day in service to our community. I am proud of this amazing team and all we have accomplished together in 2015.

This year, we welcomed exceptional new physicians who will increase our community’s access to critically needed services in such areas as neurosurgery, oncology, cardiology, orthopaedics, and physical medicine and rehabilitation. Our Graduate Medical Education program also welcomed its first class of MDs and broadened our prospects for recruiting excellent physicians to care for our community.

Technology at Allegiance has expanded as well, allowing us to offer patients the advantages of 3-D mammography for early detection of breast cancer, cryoablation for treatment of heart arrhythmias, advanced robotic surgery with the *da Vinci® Xi* system, and laboratory improvements for faster, more accurate test results.

Our deep commitment to patient safety and implementing the practices of high reliability organizations resulted in Allegiance achieving an “A” grade in The Leapfrog Group’s 2015 Hospital Safety Score, which rates how well hospitals protect patients from medical errors and harm. We are one of only four hospitals in Michigan to achieve an “A” grade every year since the initiative began in 2012.

One of our most gratifying accomplishments of 2015 was signing a Letter of Intent to become part of the Henry Ford Health System. Henry Ford is not only one of the nation’s leading integrated health systems, but also one that shares Allegiance Health’s values and commitment to our people and our community. This proposed affiliation will provide both institutions an opportunity to expand in scope and scale, better positioning us to serve our patients and communities in a rapidly evolving health care environment.

None of these accomplishments would have been possible without the dedication and service excellence demonstrated by the

4,000-plus individuals who make up our remarkable Allegiance team. I am humbled to witness their compassion and skill every day in the way they care for our patients, families and one another. We have featured some of their stories in this *Report to the Community*. I hope you find them inspiring.

Thank you for taking the time to review this *Report*, and sharing our pride as a health system and as a part of this community. We look forward to serving you and your family in the year ahead.

Sincerely,

Georgia

Georgia Fojtasek
President and CEO










FINANCIAL COMMITMENT

Every year, Allegiance Health makes a significant investment in our community by providing low-cost or cost-free services and education. These community benefit programs supplement our normal services and extend our mission as a not-for-profit health system to improve the health and well-being of all community members, regardless of their ability to pay.



\$72,327,900

TOTAL CONTRIBUTIONS TO
COMMUNITY PROGRAMS +
SERVICES IN 2015

PROGRAM OR SERVICE			
GENERAL COMMUNITY HEALTH EDUCATION Includes education related to AIDS/HIV, behavioral health, depression, fitness and exercise, family planning, and prenatal health, community presentations, and newsletters	CONTRIBUTION \$290,196		HEALTH CARE SUPPORT SERVICES Includes group support for patients with asthma and chronic lung disease, organ transplants, diabetes, cancer, stroke, and grief and loss
	PEOPLE SERVED 84,272 		
DONATIONS FOR THE COMMUNITY: CASH	\$63,751	DISCOUNTED OR FREE SUPPLIES AND PRESCRIPTIONS Includes prescription drugs, hearing aids, wheelchairs, and other free supplies for those who are unable to pay or are medically underserved	TRANSPORTATION SERVICES FOR PATIENTS Includes transport between the hospital and physician offices or patient homes, as well as emergency cash for those unable to pay for bus tokens or cab fare
DONATIONS FOR THE COMMUNITY: IN-KIND	\$111,663		
DONATIONS FOR THE COMMUNITY: GRANTS	\$100,000		
PEOPLE SERVED  15,900	\$63,995	\$245,682	\$1,659,426
COMMUNITY-BUILDING ACTIVITIES Includes activities focused on improving social conditions, such as poverty and homelessness			
COMMUNITY- BASED CLINICAL SERVICES Includes contributions to support the medically underserved through the Center for Family Health			
COMMUNITY- BASED HEALTH SCREENINGS Includes free screenings for blood pressure, vascular disease, cholesterol, cancer, hearing and behavioral health			
FREE COUNSELING SERVICES Includes family counseling and smoking/tobacco cessation			
MEALS AND NUTRITION SERVICES Includes meal delivery and education			
CONTRIBUTION \$400,000	CONTRIBUTION \$27,329	CONTRIBUTION \$35,345	CONTRIBUTION \$22,067
PEOPLE SERVED 27,139	PEOPLE SERVED 1,348	PEOPLE SERVED 2,968	PEOPLE SERVED 800
COST OF CARE PROVIDED BY ALLEGIANCE HEALTH WITHOUT FULL PAYMENT			
CHARITY CARE Services provided for qualified patients who cannot afford to pay	BAD DEBT Services provided without payment or at substantially less-than-standard charges	MEDICAID SUBSIDY Shortfalls in Medicaid reimbursement for care to the poor and uninsured	MEDICARE SUBSIDY Shortfalls in Medicare reimbursement for care to the senior population
\$5,028,198	\$32,358,271	\$15,387,073	\$15,555,019



grateful

FOR A HUSBAND'S CARE

HEMATOLOGY ONCOLOGY, RADIATION ONCOLOGY,
HOME CARE AND PERSONAL CARE, HOSPICE

"There is no higher praise I could give Allegiance than to entrust them with the care of the man I have loved for 30 years. I am proud to work with such an amazing group of people."

– **Mary Jo Montague**, RN, Pre-Admissions Testing

Mary Jo Montague has seen many sides of Allegiance Health, both as a nurse in Patient Admissions Testing and as the wife and caregiver for 15 years of a much-loved man who passed away in September 2015. Her husband, Terry, was diagnosed with primary progressive multiple sclerosis in 2001, which is a steady decline of neurologic functioning that affects walking, balance, speech, swallowing, vision, and bladder and bowel control. After a stem-cell transplant, Terry's MS began to show signs of improvement, but he was diagnosed with advanced lung cancer in 2015.

Special thanks to:

TRACY STANTON, RN, EMERGENCY DEPARTMENT



"Terry received great care at the Allegiance Health Emergency Department. His nurse, Tracy Stanton, was in the room when Terry first learned he had cancer. The news was completely devastating, but Tracy's kindness at that time will never be forgotten. She came to see him the next day, bringing his favorite cinnamon rolls, and she has been a source of support for me ever since."

ELIAS HAZZI, MD, HEMATOLOGY ONCOLOGY



DAWN OWEN, MD, RADIATION ONCOLOGY



Throughout Terry's journey, the Montagues became very familiar with the physicians and staff in the Allegiance Emergency Department, Hematology Oncology, Radiation Oncology, Home Care, Personal Care, Hospice, and Bereavement Services—as well as with the hospital support teams.

"There is no higher praise I could give Allegiance than to entrust them with the care of the man I have loved for 30 years," Mary Jo said. "I was able to go to work and not worry, because I knew his certified nursing assistants John Dalton and Kelli Babchook, and his Hospice nurse Melisa Oberst were treating him like he was their own father. Terry required total care, and they provided it with such kindness and respect. When I came home from

work, he always told me about his day, and I could tell he had enjoyed seeing John, Kelli and Melisa. I felt total relief and deep gratitude to everyone who touched our lives."

"Terry's entire nursing team was phenomenal. One in particular, Stacy Dewitt, RN, (with Mary Jo above) was exceptionally kind and caring, and she always brightened Terry's day. We ended up nominating her for a Daisy Award—a national award 'honoring the super-human work nurses do in direct care of patients and families every day,' and we were thrilled for her when she won."

"Terry was a wonderful man who left an impression on everyone who met him. He was loved a lot, and he never complained," said Mary Jo.

A LIFE REMEMBERED

The 30-year romance between Mary Jo and Terry Montague began with a bottle of White Shoulders perfume. They were both nurses at Jackson State Prison, where "Terry used to stop and say hello, and he always told me I smelled good,"



Mary Jo recalled. "I actually found him kind of annoying at first," she laughed. "At one point, I told him the scent was White Shoulders. The next day, Terry showed up with a bottle of my favorite perfume, and that was the beginning of our journey."



TECHNOLOGICAL ADVANCEMENTS

investing IN OUR FUTURE



NEUROSURGERY, ORTHOPAEDICS AND TRAUMA: O-ARM MULTI-DIMENSIONAL SURGICAL IMAGING

In 2015, Allegiance installed new, highly advanced equipment to provide even more surgical precision: the Medtronic StealthStation S7 for neurosurgery navigation and the O-Arm Multi-Dimensional Surgical Imaging System. The technology is designed for use in spine, orthopaedic and trauma-related surgeries. It provides real-time imaging of a patient's anatomy during surgery with high-quality images and a large field of view in both two and three dimensions.

The improved visualization allows surgeons to complete complex minimally invasive procedures and confirm surgical accuracy—including the precise placement of devices—before the patient leaves the operating room. The equipment also greatly reduces radiation exposure to staff.

"I am proud to work at a hospital whose leaders support the most advanced technology for excellent patient outcomes."

– Amritraj Loganathan, MD (pictured above)



GENERAL SURGERY: DA VINCI XI ROBOT SURGICAL SYSTEM

The *da Vinci*® Surgical System uses robotic equipment as a natural extension of the surgeon's eyes and hands, providing a magnified 3-D view inside the body and extending the human reach. Minimally invasive operations using this technology are performed through several small incisions. In many cases, this is the safest option for patients, typically resulting in less blood loss, fewer complications, minimal pain and a faster return to normal activity.

Allegiance Health has used the *da Vinci* system since 2007 and recently upgraded to the advanced *da Vinci Xi* Surgical System, which adds even greater flexibility and ease to robotic surgery. The new equipment features thinner, lighter arms that allow better reach and unobstructed access to the surgical site. A laser targeting system positions itself into the optimal placement for each procedure.

At Allegiance, the *da Vinci Xi* is currently being used for lung cancer surgery, including lobe removal and lymph node dissection—as well as for hernia, gynecological, urinary and colorectal surgeries.



LABORATORY SERVICES: VITEK II AND VITEK MS

Allegiance Health's Laboratory acquired advanced technology in early 2015 that vastly improves our ability to identify bacteria and pinpoint the most effective antibiotic treatment. This can now be done accurately within eight hours or less—which is three to six times faster than was previously possible.

In less than 10 minutes, the new technology identifies bacteria based on its DNA. "This is a monumental improvement over the previous identification method, which used swabs and Petri dishes to grow bacteria," said Richard Thompson, Laboratory Manager for Technical Services.

The Vitek II provides fast and accurate results, allowing physicians to begin an early and precise therapy. Antibiotic testing panels notify physicians within hours which medications will be most effective in treating an infection. For life-threatening infections, such as those in the bloodstream or caused by highly antibiotic-resistant organisms, the time savings is significant. "The new technology greatly reduces the use of broad-based antibiotics that can lead to the development of superbugs," Thompson said.



BREAST CANCER DETECTION: 3-D MAMMOGRAPHY

Allegiance Health is proud to offer advanced mammogram technology for the women in our community. Digital breast tomography (DBT) is a non-invasive, three-dimensional imaging technique used for the early detection and diagnosis of breast cancer. While conventional mammography takes images of the breasts from two angles, our FDA-approved three-dimensional scanner moves in an arc over the breasts, taking images from various angles. "DBT provides the radiologist with multiple-layered images that separate overlapping breast tissue," said **Samir Parikh, MD**, vice chief of Imaging Services.

Three-dimensional imaging is ideal for patients with dense breast tissue (about 40 – 50 percent of women), which provides a challenge for traditional mammograms. "If a patient has been notified of having dense breasts, tomography is best suited for them," Dr. Parikh said.

Allegiance uses DBT for screening and diagnostic mammograms (when a woman identifies a breast lump or had a two-dimensional mammogram that revealed an area concern). A radiologist and the primary care physician determine which type of breast imaging is most appropriate.



HEART AND VASCULAR HEALTH: CRYOABLATION

Cryoablation, a minimally invasive procedure that uses extreme cold to correct an irregular heartbeat (arrhythmia), is now available at Allegiance Health. This relatively new technology is an alternative to radiofrequency ablation, which uses heat to disable damaged heart tissue. A doctor determines which treatment is most appropriate, according to each patient's condition and needs.

During the cryoablation procedure, an electrophysiologist (a cardiologist who focuses on the heart's electrical system) inserts a thin flexible tube called a balloon catheter, usually into the upper leg. This tube is threaded into a pulmonary vein—one of four large blood vessels that bring oxygenated blood from the lungs to the heart. A tiny area of heart tissue that is triggering the irregular heartbeat is frozen, and a healthy heart rhythm is restored.

"Typically, cryoablation is completed in less than half the time it takes to perform radiofrequency ablation and with fewer complications. A smaller amount of anesthesia is required, and patients often have less pain," said Medical Director for Electrophysiology **Bipin Ravindran, MD**. "Allegiance Health's investment in this technology and the physician training it requires reflects a real commitment to our community."



RADIATION ONCOLOGY: TRUEBEAM LINEAR ACCELERATOR

This innovative technology delivers a targeted radiation dose to a tumor in just one to five treatments with millimeter precision that reduces the risk of damage to healthy surrounding tissue. Its 3-D imaging software verifies patient and tumor position for enhanced safety and accuracy. The rapid-arc feature treats the entire tumor in 360-degree motion in about two minutes, while the patient remains still. This happens eight times faster than was previously possible, which provides a more comfortable patient experience.

The Trubeam offers a non-surgical approach for brain cancer treatment and is also appropriate for treating some types of lung, liver and spine cancers.

improving STRENGTH AND MOBILITY

"I am proud to work with great team members from both Orthopaedics and Physical Therapy who strive to exceed their patients' goals and improve their quality of life. Seeing patients regain their mobility is very rewarding."

– Amy Miskowski, Outpatient Physical Therapy



BACK ON TRACK AFTER HIP SURGERY

Beth Waters and her husband, David, are sports car enthusiasts who helped found the Irish Hills Corvette Club. A few years ago, Beth's chronic joint pain began taking the joy out of the long drives, road rallies and low-speed racing events she loves. Now, after minimally invasive hip replacement surgery at Allegiance Health, she's happily back in the driver's seat. Beth finished first in the Corvette Club's 2015 Michigan regional competition, and second nationally.

"Sports cars are built low to the ground, and just getting in and out was awkward and painful," Beth said. "It was embarrassing to have David help me into the driver's seat, then lift my legs in after me." When she started thinking about getting an SUV, she decided to consult with Allegiance orthopaedic surgeon **Timothy Ekpo, DO**.

Dr. Ekpo performed Beth's surgery from the front of the thigh (anterior) instead of the back (posterior), which allowed him to move rather than cut most of the healthy muscle surrounding the hip joint. The procedure is done through an incision of just 2 – 3 inches, compared to 10 – 12 inches with traditional surgery.

Beth went home the day after her hip replacement. "By four weeks after surgery, I was walking two miles a day," she said, "and I was back at work within six weeks." Her new hip allows Beth to get in and out of her Corvette easily. She continues racing and enjoys working out on an elliptical machine, kayaking and taking walks on her lunch break.



PROUD TO BE WHERE SHE'S NEEDED

Since she was a little girl, **Michelle Aubin, MD**, wanted to be a doctor. Today, she is proud to be an orthopaedic surgeon, specializing in the hand and upper extremities.

As the newest member of the Allegiance Orthopaedics team, Dr. Aubin helps meet a great need in our community. Together with



hand and wrist specialist **Ryan Beekman, MD**, she treats patients with bone fractures, arthritis, damaged ligaments and tendons, nerve problems and other related issues.

To learn more, view Dr. Aubin's video at **AllegianceHealth.org/Report**.





1,000+ reasons TO BE PROUD

HEART AND VASCULAR SERVICES

Mahender Macha, MD, is co-Medical Director of the open-heart surgery program at Allegiance Health—which has touched more than 1,115 hearts in our community to date. Dr. Macha trained at the University of Michigan and is proud to have helped developed the Allegiance program from the ground up, including the hiring of “a wonderful team.”

“Surgery takes a team,” said **Vincent Simonetti, MD**, a University of Michigan cardiac surgeon and co-Medical Director of Allegiance Health’s open-heart surgery program. He is proud of working with his team, serving the community where he lives, and having the “privilege to touch emotionally and physically the hearts of patients.”



View their videos and learn what motivates these surgeons at **[AllegianceHealth.org/Report](https://www.allegiancehealth.org/report)**.

MENDING HEARTS, HELPING OTHERS

Health coach Keila Kilgore was diagnosed with a mitral valve prolapse at 16. Thirty years later, Keila learned she had a damaged heart valve that needed to be surgically replaced. At the Allegiance Heart and Vascular Center, Keila and her family “were highly impressed with the level of care I received,” she recalled. “I was out of bed five hours after surgery, and the entire staff was so attentive.” The experience, Keila said, “has helped me be even better at my job. I am proud to share my new awareness with my fellow health educators, as well as with the people I coach. I am excited about my future and the opportunity to spread the message of self-care and prevention.”



CARING FROM OUR HEARTS

Physician Assistant Ross Greenstein is a member of Allegiance Health’s open-heart surgery team, working in the Cardiac Universal Bed (CUB) unit of the Heart and Vascular Center. Patients often mention Ross by name when they talk about the exceptional, attentive care they received at the Center.

“I am truly proud to be a part of the cardiac surgery team,” Ross said. “Every member of the team plays an integral role and provides a superior level of care to each and every one of our patients. I am grateful to work for two cardiac surgeons who are incredibly dedicated to the quality of our program and have tremendous compassion for their patients. It is extremely gratifying to put so much of myself into my work and feel as though I have made a positive impact on so many lives.”



ALLEGIANCE HEALTH FOUNDATION

proud to support

THE COMMUNITY WE LIVE IN



"We are proud to serve on the Allegiance Health Foundation Board in support of our community's primary source of care. We believe our hospital is absolutely vital to our community members, including our own families, as well as to the local economy. We want to help ensure Allegiance grows and thrives.

"We are also very proud of the staff and our community members for giving generously to create a strong and healthy environment in which to live. Through the annual Circle of Strength Campaign, staff and physicians demonstrate that 'charity begins at home!' Their selfless gifts help to ensure that quality care is available to everyone who needs it, regardless of the ability to pay.

"Contributions from our community reflect not only caring and compassion but also an understanding of how important it is to invest in better health and a higher quality of life. Every gift made to the Allegiance Health Foundation is deeply appreciated. On behalf of our fellow Board members, we vow that your hard-earned dollars will be spent here in our community to improve health and well-being."

– **Anthony Parker**, Foundation Board Member,
Area Manager for Public Affairs, Consumers Energy

– **Susan Riley**, Foundation Board Member,
Wealth Advisor, Morgan Stanley



"I am proud to have worked for Allegiance Health for 17 years and to be a member of the Culture of Giving Team—which supports our Circle of Strength Staff Campaign, the Staff Holiday Food Drive and the United Way Campaign.

"I am also proud of the generosity of my fellow staff members in supporting these important initiatives that are vital to the health and well-being of our community. I believe that we all have something to give back to our coworkers and our community, regardless of our financial situation. Whether it is a gift of money, a donation of paid time off or a helping hand at a charitable event, every contribution we make is needed and appreciated. I am grateful to Allegiance Health for encouraging the culture of giving among our staff, physicians and leaders because it is the right thing to do."

– **Charlene Ludwig**, Buyer, Allegiance Purchasing Office

ENSURING OUR STRENGTH AND GROWTH

Mission: We advance community health and well-being by creating loyal relationships and securing support for our health system.

The Foundation builds support for Allegiance Health by partnering with individuals, businesses, other foundations and local agencies. Every gift to the Foundation, regardless of its size, helps us to improve access to care and quality of life in our community, and we are sincerely grateful. Your donations make it possible for our health system to provide our patients with nationally recognized care in a truly healing environment.

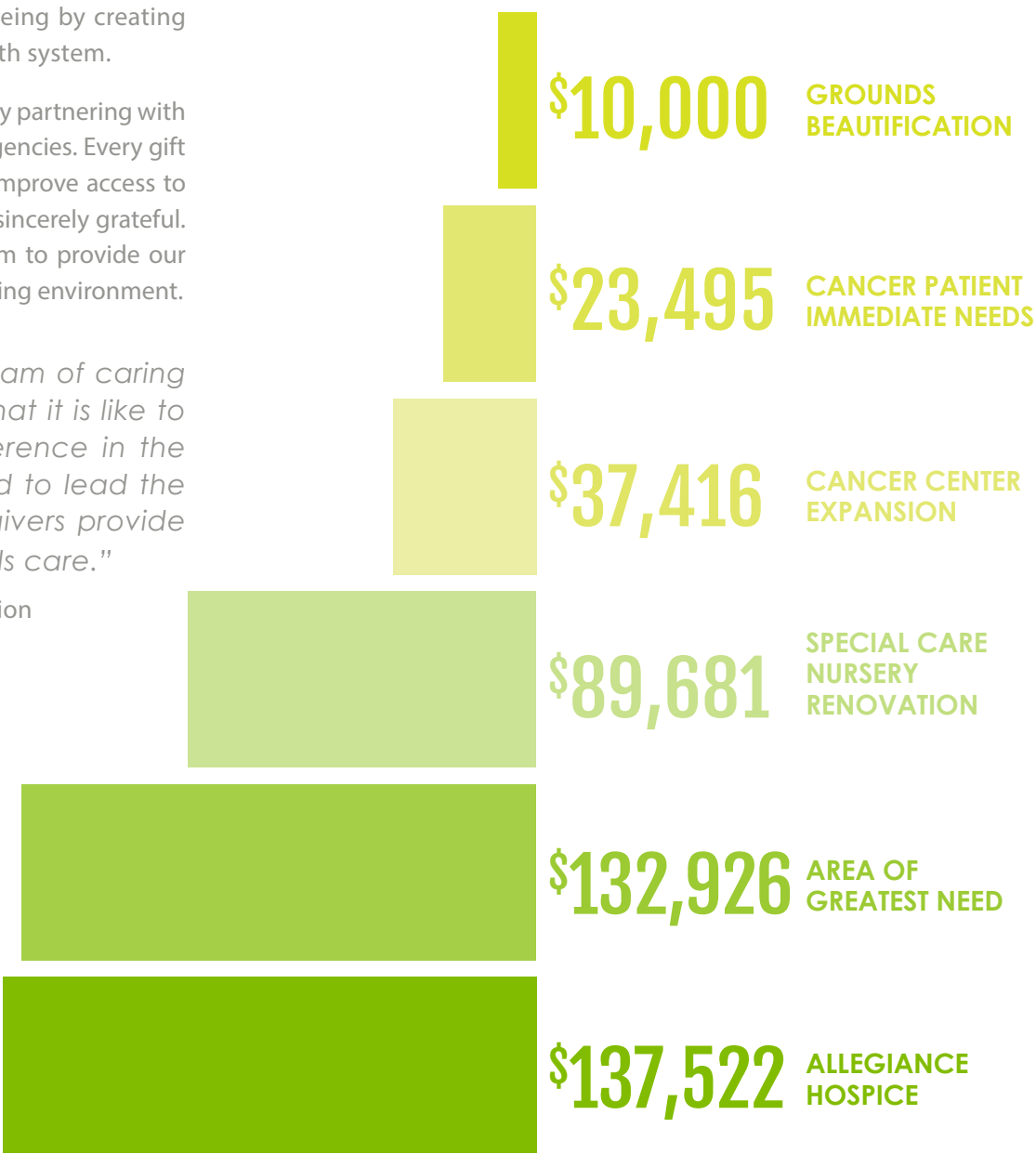
“The Allegiance Health Foundation is a team of caring people who help donors see and feel what it is like to transform health care and make a difference in the life of another human being. I am proud to lead the Foundation, because we help our caregivers provide hope and healing to everyone who needs care.”

– **Chad Noble**, President, Allegiance Health Foundation



To view our latest donor list or make a donation, visit **AllegianceHealth.org/Foundation/Donate**.

2015 GIFT DISTRIBUTION



ALLEGIANCE HEALTH 2015 OPERATING COSTS

\$468,365,576

LICENSED BEDS*

391

CARELINK BEDS

64

HOSPICE RESIDENCE BEDS

20

* Includes psychiatry and substance abuse beds



HOSPITAL ADMISSIONS

19,197

CARELINK ADMISSIONS

398

HOME CARE ADMISSIONS

2,620

HOSPICE RESIDENCE + IN-HOME ADMISSIONS

473



VOLUNTEERS

1,021



ANNUAL PAYROLL

\$210,351,132



CITY WITHHOLDING TAXES

\$1,118,811

PROPERTY TAXES

\$553,177



GOVERNANCE LEADERSHIP 2015

ALLEGIANCE HEALTH
BOARD OF
TRUSTEES

John Nally,
Chair

Tim Levy,
Vice Chair

Steve Rick,
Secretary/Treasurer

Georgia Fojtasek,
President

Aaron Boatin

Andrew Caughey, MD

Brad Clark

Neeta Delaney

David Halsey, MD

Steven Hogwood

Mohan Kulkarni, MD

Gregg Patten, MD

Larry Schultz

Mike Shore

Mark Smith, MD

Allan Tompkins, MD

ALLEGIANCE HEALTH
FOUNDATION BOARD
OF DIRECTORS

Andrew Ambs,
Chair

David Craft,
Vice Chair

Aaron Boatin

Brad Clark

Dan DuBois

Georgia Fojtasek,
President

Ted Lefere

Kelly Narkiewicz

Chad Noble

Anthony Parker

Susan Riley

Kathy Schmaltz

Cheryl Simonetti

Richard Walicki

Jeanné Wickens

CARELINK OF
JACKSON BOARD
OF DIRECTORS

Brent Ellis,
Chair

Maryanne Fuchs,
Vice Chair

Ondrea Bates, RN,
President/Secretary/Treasurer

Robert Albertson, MD

Wendy Boersma, RN

Michael Falahee

J. Mark Fall

Bruce Inosencio Jr.

Vlad Motoc , MD

Gregg Patten, MD

David Schmidt

VOLUNTEER
SERVICES
BOARD

Cheryl Simonetti,
President

Laura Steenrod,
Vice President

Hattie Oliver,
Treasurer

Margaret Nagel,
Recording Secretary

Mary Lou McFadden,
Corresponding Secretary

John Conley,
Legislative Chair

Tom Campbell,
Outside Vendor Chair

Mike Craig

Sandra Price

ALLEGIANCE
HOSPICE BOARD
OF DIRECTORS

Grant Brown,
Chair

Ondrea Bates, RN,
President/Secretary/Treasurer

Diane Bower

John Crist

H. Ronald Griffith

Beth Kuntzleman

Rev. Ed Ross

Chrissy Siders

Rick Warren



To watch the “I Am Proud” video
and view the report in full, visit
AllegianceHealth.org/Report

