Leadership Profile

Vice President Revenue Cycle

CONFIDENTIAL

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This Leadership Profile is intended to provide information about Henry Ford Health System and Allegiance Health and the position of Vice President Revenue Cycle. It is designed to assist qualified individuals in assessing their interest.
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The Opportunity

Henry Ford Health System (HFHS) in Detroit, MI is looking to hire a Vice President, Revenue Cycle. This is a new position within the system spurred by system growth and driven by the affiliation with Allegiance Health (Allegiance) in Jackson, MI. In November 2015, Allegiance Health and HFHS signed a letter of intent for Allegiance Health to join HFHS, the merger was completed mid-2016.

The VP, Revenue Cycle will assume a corporate position, partnering with the Chief Revenue Officer to build and deploy a vision and strategy for the management of revenue cycle transactions for all acute care hospitals and employed physicians across the health system. The individual will all have system-level responsibilities over the middle part of revenue cycle.

The Organizations

Henry Ford Health System

Henry Ford Health System (HFHS) is one of the nation’s leading comprehensive, integrated health systems. It provides health insurance and health care delivery, including acute, specialty, primary and preventive care services backed by excellence in research and education. Founded in 1915 by auto pioneer Henry Ford, the health system is committed to improving the health and well-being of a diverse community.

Mission
To improve human life through excellence in the science and art of health care and healing.

Vision
Transforming lives and communities through health and wellness - one person at a time.

Statistics

- 15,026 full-time equivalent HFHS employees; more than 23,000 total HFHS employees. (2014)
- $6.018 billion total economic impact of HFHS on metro Detroit; an additional 11,500 jobs are indirectly supported by transactions with HFHS. (2014)
- 3.39 million outpatient visits and more than 73,000 surgical procedures performed at HFHS. (2014)
- 2,000 private practice physicians are affiliated with Henry Ford Macomb, Henry Ford West Bloomfield and Henry Ford Wyandotte hospitals.
- More than 95,000 patients admitted to HFHS hospitals. (2014)
- Revenue: $4.7 billion; net income $27.8 million; uncompensated care, $317 million. (2014)
- Payor distribution: Medicare and Medicare HMO, 45%; Blue Cross, 23%; Medicaid and Medicaid HMO, 17%; other, 15%. (2014)
- 7,851 births at HFHS hospitals. (2014)
- 275,000 home health care visits annually. (2014)
Hospitals

- **Henry Ford Hospital** – An 877-bed tertiary care hospital, education and research complex in Detroit’s New Center Area is the flagship hospital for HFHS. The hospital is recognized for clinical excellence and innovation in the fields of cardiology and cardiovascular surgery, neurology and neurosurgery, orthopedics and sports medicine, organ transplants, and treatment for prostate, breast and lung cancers. HFH is a Level 1 trauma center.

- **Henry Ford Kingswood Hospital** – A 100-bed hospital in Ferndale offers inpatient care for child, adolescent and adult patients with acute episodes of mental illness, 24-hour intake, and dual diagnosis.

- **Henry Ford Macomb Hospitals** – Delivers comprehensive, advanced care to Macomb County residents; includes 349-bed Henry Ford Macomb Hospital in Clinton Township, with nationally-recognized quality, 24-hour emergency care, stroke and chest pain centers, and comprehensive cancer, women’s, orthopedic and cardiovascular care; and 86-bed Henry Ford Macomb - Mt. Clemens Campus, with inpatient, outpatient and emergency psychiatric services.

- **Henry Ford West Bloomfield Hospital** – Located in West Bloomfield, the all private room hospital opened with 191 beds, with additional beds planned. Offers comprehensive medical care, including 24-hour emergency care, neurosciences, women’s and children’s health, orthopedics, diagnostic testing and a wellness center with complementary therapies.

- **Henry Ford Wyandotte Hospital** – A 401-bed acute care hospital serves the Downriver and western Wayne County communities. It offers a full range of clinical services, including general medicine, surgery, birthing center and 24-hour emergency care. HFWH also provides physical medicine, rehab, adult mental health and neurosurgical services.

**Henry Ford Medical Group**

The Henry Ford Medical Group is one of the nation’s largest group practices, with more than 1,100 physicians and researchers in more than 40 specialties who staff Henry Ford Hospital, Henry Ford West Bloomfield Hospital and 26 Henry Ford medical centers. Henry Ford’s medical centers are located in Wayne, Oakland and Macomb counties. Some Medical Group physicians also are on staff at other Henry Ford hospitals.

**The Henry Ford Physician Network**

Henry Ford Physician Network is a physician-led HFHS subsidiary, comprising the Henry Ford Medical Group, HFHS hospital-employed and private practice physicians. Focused on delivering higher quality care while reducing medical costs, this clinically integrated network of more than 1,700 physicians strives to provide optimal value to patients, payers and employers through collaborative best practices, evidence-based medicine and improved efficiencies.
Medical Group Clinical Excellence

- **Heart & Vascular Institute** – A leader and innovator in comprehensive care, research and education offering one of the nation’s largest and most successful heart failure and transplant programs. Specialties include electrophysiology, heart valve replacement, interventional cardiology, rehab, cardiac and vascular surgery and preventive services such as Heart Smart® education.

- **Josephine Ford Cancer Institute** – The largest provider of adult cancer services in Michigan, offering services at nine treatment facilities in southeast Michigan and complex surgical care at the new Center for Cancer Surgery. Features include robotic surgery, IMRI, Novalis® Shaped Beam Radiation Therapy™, chemotherapy, personalized care plans and support groups.

- **Maplegrove Center** – A nationally recognized center for chemical dependency services treating adults, adolescents and their families on the campus of the Henry Ford West Bloomfield Hospital. Maplegrove offers a continuum of clinical care options including residential, outpatient and daily treatment, early intervention services and community education. Maplegrove and Kingswood Hospital are part of Henry Ford Behavioral Health, which also includes the Department of Psychiatry and seven outpatient clinics.

- **Neuroscience Institute** – One of the top programs in the country that includes a National Institutes of Health stroke care and research center, a comprehensive epilepsy and Parkinson’s disease treatment and surgery program, one of the largest neurosurgery spine programs in Michigan, and the Hermelin Brain Tumor Center. New MRI technology gives physicians enhanced imaging scans before and during operations to remove tumors.

- **Orthopaedic Surgery** – Team doctors for the Detroit Lions, the department cares for patients with a variety of bone and joint ailments, including osteoporosis, and provides the latest advances in joint replacement. Its motion analysis lab allows researchers to analyze how bones and joints work together following injury, and its sports concussion clinic specializes in evaluating and treating athletes who suffer a concussion.

- **Transplant Institute** – The Institute provides transplantation of the liver, kidney, pancreas, intestine, lung and heart, as well as bone marrow stem cells. It is the most comprehensive multi-organ transplant program in Michigan, and employs effective clinical strategies to increase rates while maintaining superior patient outcomes.

- **Vattikuti Urology Institute** – The leading prostate cancer program in the world, in which patients have access to some of the most innovative technology and treatment options. It performs more laparoscopic procedures using robotic technology for treating prostate cancer than any other center in the world – more than 8,500 to date.

Community Care Services

Services across the area include:

- **Henry Ford Health Products**, a medical supply retailer in partnership with Hart Medical
- **Fairlane Home Infusion**, which provides high-tech antibiotic therapies and nutritional support to home-bound patients;

- **Henry Ford Medical Center Pharmacies** and **Pharmacy Advantage**, which provide medication and specialty drugs;

- **Pharmacy Care Management**, which manages medication for patients; **Greenfield Health Systems**, a dialysis and blood therapies provider;

- **Lifeline**, an emergency alert system;

- **Henry Ford Extended Care**, a private-duty nursing service;

- **Henry Ford at Home**, a Medicare-certified home health care agency;

- **Occupational Health**, which provides workplace injury prevention, evaluation, treatment and safety;

- **PACE Southeast Michigan**, in partnership with Presbyterian Villages of Michigan, an alternative to nursing home care for the frail and elderly;

- **Henry Ford Hospice**, which provides palliative and hospice services in a variety of settings, including residences in Oakland and Macomb counties;

- **SandCastles**, a grief support program for children, teens and their families;

- **Henry Ford OptimEyes**, in partnership with Ophthalmology which provides a full continuum of eye care in southeast Michigan;

- **Henry Ford Self-Health Center**, with locations in Walled Lake and Woodhaven, offer home medical products and services that support independence in a home-like center.

**Health Alliance Plan**

Health Alliance Plan (HAP) is a Michigan-based, nonprofit health plan that provides health coverage to more than 690,000 members and companies of all sizes. For more than 50 years, HAP has partnered with leading doctors and hospitals, employers and community organizations to improve the health and well-being of its members. HAP offers a product portfolio with six distinct product lines: Group Insured Commercial, Individual, Medicare, Medicaid, Self-Funded and Network Leasing. HAP delivers award-winning preventive services, disease management, wellness programs and personalized customer service. Learn more at [www.hap.org](http://www.hap.org).

**Research and Education**

Teaching, research and advanced patient care make HFHS a premier academic medical center. Affiliated with Wayne State University’s School of Medicine, Henry Ford provides innovative physician training programs and collaborates on leading-edge medical research.
• **Research studies** – More than 200 medical specialists and research scientists, including 80 full-time researchers, are involved in several hundred individual research projects.

• **Research funding** – About $70 million in annual funding is received from internal and outside sources, including the National Institutes of Health (NIH), other governmental sources, businesses and private foundations. HFHS ranks in the top 20 percent of all institutions granted funding by the NIH and U.S. Public Health Service, and ranks first in Michigan for NIH-research funding for non-university based health care systems.

• **Center for Health Services Research** – Conducts research focusing on outcomes, effectiveness and cost-effectiveness of the prevention, diagnosis, treatment and management of such diseases as cancer, diabetes, asthma and congestive heart failure as well as common acute conditions.

• **Innovation Institute at Henry Ford Hospital** - In collaboration with Wayne State University School of Engineering and Center for Creative Studies, the Innovation Institute aims to research and design medical products to enhance medical use and to create new industry in the region. The Model G™ patient gown is among the products to have come out of the Innovations program.

• **Education** – HFHS is a state and national leader in medical education for medical students, interns, residents and fellows and the continuing education of faculty, affiliated physicians, nurses and allied health professionals. Each year, HFHS trains more than 1,800 future physicians. About 40% of all physicians in Michigan formally trained here at some point in their career. Henry Ford Hospital trains more than 1,400 medical students, residents and fellows in 48 accredited programs every year. Henry Ford Macomb and Henry Ford Wyandotte hospitals train 200 osteopathic medical students and 200 residents in their 13 accredited programs.

**Community Partnerships**

Henry Ford develops innovative ways to address the social, economic and educational issues that affect the health of the metro Detroit community. These include:

• **Community Health and Social Services (CHASS) Clinic** – Provides primary care services to about 1,300 uninsured Detroit residents every month. HFHS physicians staff the clinic in southwest Detroit.

• **Institute on Multicultural Health** – Studies the disparities in health care among people of color and finds solutions for getting early diagnosis and treatment of diseases.

• **School-Based and Community Health Program** – Manages one school-linked and five school-based community health centers in the cities of Detroit and Warren. Services also include HANK, a pediatric mobile clinic that travels to several Detroit schools and community centers.

• **Virginia Park/Henry Ford Hospital Non-Profit Housing Corporation** – Begun in 1975, the program is a joint venture of Henry Ford, Virginia Park Citizens District Council and the City of Detroit to provide housing for people with low and moderate incomes.
Allegiance Health

Allegiance Health is a community-owned, locally-governed health system in Jackson, Michigan. With $498 million in net patient revenues, Allegiance Health has received the Thomson Reuters 100 Top Hospitals designation for being a "best hospital, overall" five times.

Today, Allegiance has grown to include a 411-bed hospital, an urgent care center, a Hospice program, home care services and a network of primary care physicians. Allegiance Health also partners with Huron Valley Ambulance to provide ambulance services to the community. Comprised of more than 40 different facilities, Allegiance reaches the residents of Jackson, Hillsdale, Lenawee, Ingham, Calhoun and Washtenaw counties and beyond.

The Allegiance mission is to lead the community to better health and well-being at every stage of life. Their vision is to create Michigan’s healthiest community through exceptional health care and inspiring a passion for wellness.

Reflective of their shared visions, Henry Ford Health System and Allegiance are the only recipients in Michigan of the prestigious Foster G. McGaw award. Given annually by the American Hospital Association and Baxter International to one health system in the country, this award is the highest honor for community commitment given to the health care industry.

Allegiance Health System Highlights:

- Allegiance has been serving south central Michigan since 1918.
- The 480-bed system provides a full range of inpatients and outpatient services, including tertiary level services such as cardiac and neurosurgery.
- The 20-bed cardiac universal bed unit treats heart surgery patients.
- An outpatient surgery center for same-day procedures.
- The Gayle M. Jacob Cancer Center offers state of the art care in a unique healing environment.
- The only residential hospice in our region.
- Emergency Department receives over 80,000 visits annually.
- Medical staff is comprised of more than 400 physicians and 3,700 staff members.
- Clinically Integrated Network of physicians is preparing for population health and the transformation necessary for health care reform.
- Founded the Health Improvement Organization (HIO) in 2000, with the goal of improving the health of our community through strong partnerships and coordinated efforts.
- Recent new service investments include a Graduate Medical Education program and the pursuit Level II Trauma Center verification.
• Primary health services for the underserved, regardless of their ability to pay, are provided through the Center for Family Health.

• Nationally recognized for quality and patient safety. Recent examples include the Healthgrades 2015 Patient Safety Excellence Award (6 time recipient) and the America’s 100 Best Hospitals Award.

**Revenue Cycle**

Revenue cycle at HFHS became a corporate function in 2008. In 2011, HFHS chose Epic for their electronic health record and over the course of 1.5 years implemented Epic across all Henry Ford entities, both inpatient and ambulatory. Henry Ford has established a goal to be “World Class” in revenue cycle by 2017.

Henry Ford’s revenue cycle team formed a Central Business Office (CBO) across the HFHS enterprise that manages billing, follow-up, patient accounts, cash applications, and customer service operations for all hospitals and ambulatory environments. The CBO is in the process of implementing a Central Authorization function for procurement of insurance authorizations and follow up on authorization-related denials for all scheduled services.

Mid-cycle functions have been consolidated across HFHS, including HIM, hospital coding, CDI and physician education program and professional coding. A new system wide Revenue Integrity function is being implemented.

Allegiance has been using McKesson for their electronic health record and Next Gen in their physician practices. A decision was made to switch to Epic prior to the decision to partner with HFHS, although having a potential partner with go-live experience has advanced the implementation schedule. Epic conversion at Allegiance is targeted for March 2017.

**The Position**

The Vice President Revenue Cycle will report with a solid line to and work in collaboration with HFHS’s Chief Revenue Officer to build and deploy a vision and strategies for the management of Revenue Cycle transactions for all acute care hospitals and employed physicians across Henry Ford Health System. This function includes direct responsibility for middle Revenue Cycle transaction processing including professional & hospital coding, medical records, revenue integrity, CDI and clinician documentation education. The VP Revenue Cycle develops business plans which align and integrate resources for service excellence, employee engagement, and financial growth.

This HFHS position will directly supervise the following:

- Director of Professional Coding
- Director of Revenue Integrity
- Director of HIM and Hospital Coding
- Director of CDI and Education

This executive provides primary service line leadership for human resources, work processes, and information technology for the reporting departments across all service locations. The
individual in this role fosters a culture of innovation, employee development, safety, accreditation, and responsible business performance. This leader works to integrate Revenue Cycle services with the vision and mission of the organization and its operating units.

**Education and Experience Requirements**

- A Bachelor’s degree is required.
- A Masters degree in business or health related field is strongly preferred.
- A minimum of 10 years progressive leadership, including director level responsibility in a complex healthcare organization, is required.
- Exceptional interpersonal skills for written, verbal, presentation and computer communication are required.
- Experience leading integration or other large transformation projects is preferred.

*Any combination of education and experience that provides equivalent knowledge, skills and abilities may be considered.*

**Principal Duties and Responsibilities**

- Partners with the HFHS CRO to build a vision and strategies that assure world class quality integrated services that meet or exceed customer needs. Conduct and facilitate leadership and management activities that drive performance and optimize the Revenue Cycle impact on and contribution to the management of accounts receivable, cash flow, and bad debt and charity expense. Clearly communicates the business model and tactics to stakeholders.
- Identifies integration synergies.
- Strong analytical and research skills to identify new revenue and reimbursement opportunities and to ensure accuracy of accounting records.
- Develops Service Level Agreements (SLAs) with leadership acute care hospital(s), medical groups and other key customers and performs at or above specified levels.
- Develops business plans to leverage available resources for high level performance, growth, and expense management. Plans the integration of services and uses metrics to evaluate program performance.
- Retains, recruits and develops excellent administrative leaders to build a culture for high performance and an engaged workforce. Establishes clear performance expectations and standards of excellence. Supports the development of a diverse and representative talent pool with involved and empowered employees.
- Ensures effective and compliant revenue cycle systems using internal and external resources as needed. Oversees existing sites and plans new facilities that may be
needed including developing budgets, staffing, design, equipment, regulatory, IT requirements, revenue cycle, and supply chain.

- Creates an environment of continual improvement and adaptive innovation which is responsive to the needs of customers. Implements patient friendly billing guidelines.

- Assists in recruiting, developing and retaining staff to support effective participation in their roles.

- Understands the potential positive or negative impact that the Revenue Cycle functions have on the hospital’s accounts receivable, cash flow, bad debt processes, and reserve position. Understands the relationship between Patient Access, Case Management, Health Information Management, Patient Financial Services, Managed Care Contracting, Revenue Integrity, Revenue and Reimbursement, and Compliance.

- Facilitates a matrix approach in the development of services and demonstrates the ability to participate effectively on committees and teams within the health system’s organizational structure.

- Ensures that the legal aspects of the Revenue Cycle functions are met, including HIPAA, state and federal regulations regarding patient access, medical record coding, billing, collections, refunds, and other hospital responsibilities.

- Effectively represents HFHS and their interests when communicating with key stakeholders, both internal and external, suppliers, contractors, government officials, regulatory agencies, third party payors, and healthcare providers.

- Prepare for the implementation of the new ACS Revenue Recognition requirements and implementation.

- Strengthens revenue cycle standardization throughout the System including CareLink, Medical Practice Management, and the Chronic Care service lines (Home Health, Hospice and DME).

- Effectively manages financial performance including planning capital and operating budgets, growth initiatives, and expense management.

- Performs other related duties incidental to the work described above.

**Preferred Leadership Competencies**

**Drive:** Capacity to channel energy to achieve personal and professional goals with a focus on continual innovation and improvement.

**Intellectual Acumen:** Strong desire to continually search for new information and the ability to adapt to new situations. Desire for continuous learning and has the ability to think in a multi-faceted way to achieve results.
**Relationships:** Ability to establish and develop relationships and understand the value of effective communication. The courage to seek and ask the right questions and to recognize and understand the importance of listening and building trust.

**Focus:** Ability to work in a fast-paced environment that requires results. Ability to accept, adapt, and drive continuous improvement, change, and innovation. Makes decisions using filters such as:

- Quality and Safety
- Compassionate Care
- Memorable Experiences
- Efficiency and entrepreneurship

**Individualized Approach:** Recognizes that each person is unique, and seeks to know individuals and their uniqueness.

**Growth Orientation:** Ability to identify top talent and to develop it. Understands that growth takes place because of the people in the organization. Ability to select the right talent for the right position. Gives employees the knowledge, tools and support needed to make a contribution that gives meaning to their lives every day. Empowers employees and recognizes them for their contributions.

**Response to Negativity:** Ability to replace negativity with positive suggestions and discuss negative situations in private (one-on-one) and never before a group. Understands the importance of being positive when building teams.

**Executive Skill:** Participates in the creation of goals and a vision. Capacity to lead and persuade others to accept established goals and values. Selects the right talent to ensure the success of the organization. Creates an environment of continual process improvement responsive to the needs of the customer.

**Expected Performance, Behaviors, and Results - The “Henry Ford Experience”**

*Must demonstrate a commitment to Service Excellence and creating The Henry Ford Experience by:*

- Creating first impressions, memorable moments and impressions that fulfill the expressed and unexpressed wishes and needs of patients and family members.
- Valuing patients and family members as partners in their care.
- Having world-class processes in place.
- Delivering high-touch care that is reliable, responsive and coordinated.
- Focusing on constant innovation and creating improvements.
- Celebrating our diversity with sensitivity and understanding.
- Embracing the idea that we are all owners of our health system.
Performance Results

The level of success in the role is measured by the degree that one meets and/or exceeds the established goals in the following areas:

- Production metrics to achieve group performance awards/annual incentive compensation.
- Quality and safety goals and/or results.
- Improvements and innovation goals and initiatives.
- Engagement results for employees and patients.
- Performance measures as determined.
- People/Talent Investment goals and commitments.
- Commitment to diversity, equal opportunity, and both the health system and service line.

Personal Characteristics

- A team player who has an approachable demeanor and collaborative style; can establish trust and confidence quickly with a wide range of constituents.
- Brings an uncompromising commitment to the value of partnering with key stakeholders to identify solutions for future challenges with the ability to define success in terms of institution-wide goals and objectives.
- Highly oriented toward transparency, employee engagement, communication, and development of a high-performance culture. Is a creative and effective problem-solver who demonstrates a commitment to customer service excellence.
- Brings an aptitude for building relationships based upon team participation, integrity, trust, reliability, openness and confidence and the ability to work effectively with individuals at all levels within the organization, from those in the executive ranks to non-exempt staff.
- A hands-on approach to management with the ability to be strategic and to see the big picture while remaining attentive to detail.
- An individual capable of absorbing input on multiple issues. An individual who is organized, with exemplary follow-through skills.
- Has outstanding communication and interpersonal skills, along with the ability to work effectively with physicians and hospital administrative staff.
- A leader who can think strategically, then proactively implement strategies in a logical and timely manner.
- A decisive leader who holds people accountable, while promoting a team philosophy. Possesses the ability to make necessary, yet perhaps, unpopular decisions.
• Demonstrates commitment to achieving goals while establishing a culture of responsibility and fairness.

Opportunities and Expectations for Leadership

In the first eighteen months to two years, demonstrable progress will be expected in the following areas (not in any particular order).

• Establish personal and professional credibility as an action-oriented and seasoned leader for revenue cycle management.

• Oversee the middle function revenue cycle team, assuring that the team is properly organized with qualified individuals who have the right values and skill sets.

• Execute, maintain and monitor a revenue cycle plan, using the Huron Healthcare annual assessment, with appropriate dashboards and bottom-line goals, including efficient, understandable and necessary processes.

• Foster a culture of teamwork among the teams, breaking down silos – the teamwork culture blending into the overall philosophy of teamwork within the organization, assisting every team member to understand the key role he/she plays.

• Oversee and monitor PBB processes.

• Optimize reimbursement based on compliance with regulatory guidance.

• Implement POS collections throughout the System.

• Monitor impacts of ICD-10 implementation and make recommendations for improvement.

• Prepare for the implementation of the new ACS Revenue Recognition requirements and implementation.

• Strengthen revenue cycle standardization throughout the System including CareLink, Medical Practice Management, and the Chronic Care service lines (Home Health, Hospice and DME).
The Communities

The VP will primarily be based out of the HFHS corporate office in downtown Detroit.

**Detroit, MI**

*Detroit* is the most populous city in the state of Michigan with Detroit’s metropolitan area, known as Metro Detroit, is home to 5.3 million people. It is a major port on the Detroit River, a strait that connects the Great Lakes system to the Saint Lawrence Seaway.

Detroit is America’s great comeback story, a city on the upturn and ready for anything.

**High-Tech Epicenter**

The Detroit area is surging with 21st century industries and an influx of entrepreneurs, techies and creatives. Inc. magazine dubbed Detroit “Startup City USA.” High-tech startups and business incubators are creating a buzz, and today’s young innovators and game-changers are coming here to learn, work, live and play.

**Medical Powerhouse**

A hub for medical research and innovations, metro Detroit is home to 67 of Michigan’s 175 hospitals.

**Home Base for Defense**

Nearly 500 companies do defense and homeland security business in metro Detroit, a center for the defense industry for 70 years. With some 86,000 skilled metro Detroiters employed in related fields and some $5 billion a year in defense contracts going to the state of Michigan, the area is poised to play a bigger role in this industry.

**Going Green**

Metro Detroit contributes to Michigan’s title as the Arsenal of Innovation, with the largest pool of engineers and technical professionals in the U.S. And many of these great minds are thinking green — designing, engineering and building lithium-ion batteries, solar cells, windmills and other alternative energy sources.
Urban Growth

The area is positioning itself as a worldwide center for urban innovation as thousands of lots and vacant spaces in metro Detroit are being repurposed for urban farms, both private and commercial.

Manufacturing Heritage

Detroit put the world on wheels and it’s a city proud of its roots in manufacturing, featuring automotive museums, preserved plants, historic landmarks and the childhood home of great innovator Henry Ford, the father of the modern-day assembly line.

Musical Mecca

Detroit is a musical mecca; the undisputed owner of the Motown sound and the place where techno beats first erupted. A host of world-recognized musical festivals and events take place every year, too, attracting celebrated artists from a variety of genres.

Suburban areas around Detroit:

EAST
Flagship Neighborhood: Grosse Pointe

When Henry Ford’s son Edsel wanted a home of his own, Dad hired architect Albert Kahn to build him a St. Clair lakefront, 60-room “cottage” in Grosse Pointe. Edsel and his wife, Eleanor, lived there all their lives; Eleanor died there in 1976.

The rest of “The Pointes” as they are known, are comfortable, older and relatively affordable communities full of big, conventional colonials on shady streets with sidewalks. The people who live in them run the gamut from longtime residents to newlyweds and young families who like the idea of living in a town with an active Young Republicans Club. Upper middle class people who work Downtown at Wayne State, Detroit Medical Center, Henry Ford Hospital, GM headquarters or Compuware, but want a suburban lifestyle and a reasonable commute.

NORTH
Flagship Neighborhood: Bloomfield Hills

The windy roads lead to multimillion-dollar mansions. Some people call it the Automotive Alps because it’s where the big new money lives. The schools, both public and elite private ones like Detroit Country Day and Cranbrook, are good enough to get the ruling class offspring into top colleges.

Less pricey than Bloomfield Hills, Bloomfield Township has plenty of roomy houses on big wooded lots and it shares Bloomfield Hill’s great schools, but it doesn’t have the mansions, the cachet or the taxes. Young families on the way up will be your neighbors. Live on one of West Bloomfield’s half-dozen lakes and you may have rich neighbors. If you don’t live lakeside, West Bloomfield is a pleasant suburban mix of ranchers, colonials and condos with convenient shopping.
WEST
Flagship Neighborhood: Ann Arbor
Also Consider: Northville and Plymouth

Forbes magazine called it one of the best-educated small towns in the country. The University of Michigan dominates the economy and the politics, although there are an increasingly large number of technology employers, attracted to the area by the abundant brainpower.

SOUTH
Flagship Neighborhood: Wyandotte
Wyandotte is the downtown to an area of Detroit known as Downriver. Downriver is the part of town that runs along the Detroit River and all the way to Lake Erie. It’s industrial, but it’s also charming and eminently livable. The water’s been cleaned up, and the walleye and perch fishing is great here. All the high schools have rowing clubs, and the kids learn to drive a boat years before they get behind the wheel of a car.

DOWNTOWN
Flagship Neighborhood: Detroit Riverfront

The banks of the Detroit River are lined with around 25 high-rise condominium complexes. The strip begins at Riverfront Towers just south of the Joe Louis Arena where the Redwings play and continues past the General Motors headquarters in the Renaissance Center to Marina Village. The high-rises range from restored 1920s-era luxury buildings to new communities like Harbortown. There are also warehouses that have been converted to lofts and townhomes. Virtually all have a view of the water and many have their own marinas. Just across the channel is Belle Island, a city park with two yacht clubs, a nature trail and a golf course. The Detroit Riverfront is the perfect place to live if you want to be near the sports arenas and culture spots of the urban core.

Overall, the state of Michigan offers:
- Thousands of inland lakes
- More public beaches than Hawaii
- More shoreline that the Atlantic seaboard
- More public golf courses than any state in the country
- Numerous ski resorts
- An interstate highway system that puts the outdoor glories of both peninsulas of Michigan within convenient reach
- The nation’s leader for new business expansion
- Top rated for quality of life and affordability
- Year-round activities – with four distinct seasons
- Nearly 100 state parks
International Connections

An additional benefit of living in Michigan (particularly the Detroit area) is its proximity to Canada. You’re just a bridge or tunnel away from another country. The world-renowned Stratford Shakespearean Festival is only a 2 1/2-hour drive away through the beautiful Ontario countryside, while exciting Toronto is only four hours away, accessible by modern freeway or a picturesque train ride departing from Windsor, Detroit's Canadian neighbor.

Timeline and Interview Process

Below is a preliminary timetable for completion of the VP, Revenue Cycle search:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time Frame</th>
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<tbody>
<tr>
<td>Search Startup</td>
<td>December 1, 2015</td>
</tr>
<tr>
<td>Assessment Report/Leadership Profile finalized</td>
<td>Jan. 20, 2016</td>
</tr>
<tr>
<td>Candidate development by Witt/Kieffer (includes candidate sourcing, phone screening interviews, personal interviews, reference checks and verification of credentials)</td>
<td>Jan. – Feb. 2016</td>
</tr>
<tr>
<td>VP, Revenue Cycle paper review of candidates presented by Witt/Kieffer</td>
<td>Mid March 2016</td>
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<tr>
<td>HFHS interviews first round candidates</td>
<td>Late March 2016</td>
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<tr>
<td>Two or three finalist candidates go to HFHS with spouse, for interviews with executive leadership team members, and other key stakeholders. Small group dinner with candidate and spouse. Community tour for candidate and spouse. Key interests of spouse addressed.</td>
<td>April 2016</td>
</tr>
<tr>
<td>Offer extended and accepted by candidate of choice</td>
<td>April 2016</td>
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Procedure for Candidacy

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