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Extended to November 15, 2018

OMB No 1545-0047

Form **990****Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

**2017**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

- ▶ Do not enter social security numbers on this form as it may be made public.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the 2017 calendar year, or tax year beginning and ending

**B** Check if applicable:  
☐ Address change  
☐ Name change  
☐ Initial return  
☐ Final return/terminated  
☐ Amended return  
☐ Application pending

**C** Name of organization  
**W.A Foote Memorial Hospital**  
 Doing business as **Henry Ford Allegiance Health**  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**205 N. East Avenue**  
 City or town, state or province, country, and ZIP or foreign postal code  
**Jackson, MI 49201**

**D** Employer identification number  
**38-2027689**

**E** Telephone number  
**(517) 205-4800**

**G** Gross receipts \$ **632,705,263.**

**H(a)** Is this a group return for subordinates? ☐ Yes ☒ No  
**H(b)** Are all subordinates included? ☐ Yes ☐ No  
 If "No," attach a list (see instructions)  
**H(c)** Group exemption number ▶

**I** Tax-exempt status ☒ 501(c)(3) ☐ 501(c)( ) (insert no.) ☐ 4947(a)(1) of ☐ 527

**J** Website: ▶ **www.allegiancehealth.org**

**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

**L** Year of formation **1970** **M** State of legal domicile: **MI**

**Part I Summary**

**1** Briefly describe the organization's mission or most significant activities **We lead our community to better health and well-being at every stage of life.**

**2** Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets

**3** Number of voting members of the governing body (Part VI, line 1a) **3** **18**

**4** Number of independent voting members of the governing body (Part VI, line 1b) **4** **11**

**5** Total number of individuals employed in calendar year 2017 (Part V, line 2a) **5** **4800**

**6** Total number of volunteers (estimate if necessary) **6** **341**

**7a** Total unrelated business revenue from Part VIII, column (C), line 12 **7a** **512,492.**

**7b** Net unrelated business taxable income from Form 990-T, line 34 **7b** **-155,098.**

	Prior Year	Current Year
<b>8</b> Contributions and grants (Part VIII, line 1h)	33,136.	889,761.
<b>9</b> Program service revenue (Part VIII, line 2g)	275,186,109.	545,560,074.
<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	3,631,403.	17,033,958.
<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10e, and 11e)	7,080,968.	15,363,778.
<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	285,931,616.	578,847,571.
<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	105,000.	323,378.
<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	148,718,391.	295,554,499.
<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>157,636.</b>		
<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	146,643,021.	292,082,959.
<b>18</b> Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	295,466,412.	587,960,836.
<b>19</b> Revenue less expenses Subtract line 18 from line 12	-9,534,796.	-9,113,265.
<b>20</b> Total assets (Part X, line 16)	Beginning of Current Year 495,697,425.	End of Year 516,461,443.
<b>21</b> Total liabilities (Part X, line 26)	290,737,829.	305,080,415.
<b>22</b> Net assets or fund balances Subtract line 21 from line 20	204,959,596.	211,381,028.

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here** ▶ Signature of officer **Georgia Fojtasek** Date **Nov 14, 2018**  
 ▶ Type or print name and title **Georgia Fojtasek, President & CEO**

**Paid Preparer Use Only**  
 Print/Type preparer's name Preparer's signature Date Check if self-employed ☐ PTIN  
 Firm's name ▶ Firm's EIN ▶  
 Firm's address ▶ Phone no. ▶

May the IRS discuss this return with the preparer shown above? (see instructions)

☐ Yes ☐ No

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**Part III** Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

☒ X

1 Briefly describe the organization's mission

See Schedule O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☐ Yes ☒ No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?

☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code \_\_\_\_\_) (Expenses \$ 508,420,295. including grants of \$ 323,378.) (Revenue \$ 579,191,273.)See Schedule O

4b (Code \_\_\_\_\_) (Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

4c (Code \_\_\_\_\_) (Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

4d Other program services (Describe in Schedule O)

(Expenses \$ \_\_\_\_\_ including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

4e Total program service expenses 508,420,295.

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**Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	X	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	X	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part XI</i>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?	X	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	X	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X

**Part IV Checklist of Required Schedules** (continued)

	Yes	No
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	X	
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	X	
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	X	
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	X	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>	X	
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)		
<b>a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	X	
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	X	
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	X	
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	X	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?	X	
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	X	
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?	X	

Note. All Form 990 filers are required to complete Schedule O

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**Part V** Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. 287		
1b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable. 0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. 4800		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	X	
3b	If "Yes," has it filed a Form 990-T for this year? If "No," to line 3b, provide an explanation in Schedule O.	X	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	X	
b	If "Yes," enter the name of the foreign country: <u>Cayman Islands</u> See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
5b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
5c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
6b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year. 7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	N/A	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	N/A	
8	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? N/A		
9	<b>Sponsoring organizations maintaining donor advised funds.</b>		
a	Did the sponsoring organization make any taxable distributions under section 4966? N/A		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? N/A		
10	<b>Section 501(c)(7) organizations.</b> Enter N/A		
a	Initiation fees and capital contributions included on Part VIII, line 12. N/A	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities. N/A	10b	
11	<b>Section 501(c)(12) organizations.</b> Enter N/A		
a	Gross income from members or shareholders. N/A	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them). N/A	11b	
12a	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041? N/A	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year. N/A	12b	
13	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b> N/A		
a	Is the organization licensed to issue qualified health plans in more than one state? N/A	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	13b	
c	Enter the amount of reserves on hand.	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.	14b	

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**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

☒**Section A. Governing Body and Management**

	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	18	
<b>1b</b> Enter the number of voting members included in line 1a, above, who are independent	11	
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?		X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?		X
<b>6</b> Did the organization have members or stockholders?	X	
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	X	
<b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	X	
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following.		
<b>a</b> The governing body?	X	
<b>b</b> Each committee with authority to act on behalf of the governing body?	X	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code)

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates?		X
<b>b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	X	
<b>13</b> Did the organization have a written whistleblower policy?	X	
<b>14</b> Did the organization have a written document retention and destruction policy?	X	
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b> The organization's CEO, Executive Director, or top management official	X	
<b>b</b> Other officers or key employees of the organization	X	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	X	
<b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	X	

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed **None**

**18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

**19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year

**20** State the name, address, and telephone number of the person who possesses the organization's books and records **David W. Spring - (517) 205-4800**  
**205 N. East Avenue, Jackson, MI 49201**

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
  - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
  - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
  - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
  - List all of the organization's **former** directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Georgia Fojtasek President & CEO	58.00 7.00	X		X				763,801.	377,476.	94,090.
(2) Martha Fuerstenau Trustee	1.00 1.00	X						0.	0.	0.
(3) Robert Riney Trustee	1.00 64.00	X						0.	2,135,149.	48,910.
(4) Adnan R. Munkarah, M.D. Physician Trustee	1.00 62.00	X						0.	899,894.	49,211.
(5) Brian S. Kim, M.D. Physician Trustee	1.00 1.00	X						0.	0.	0.
(6) Kevin Oxley Trustee	1.00 1.00	X						0.	0.	0.
(7) Michael J. Shore Trustee	1.00 1.00	X						0.	0.	0.
(8) Aaron S. Boatín Trustee	1.00 3.00	X						0.	0.	0.
(9) Neeta M. Delaney Trustee	1.00 1.00	X						0.	0.	0.
(10) Bradley N. Clark Trustee	1.00 1.00	X						0.	0.	0.
(11) David L. Halsey, M.D. Trustee	1.00 1.00	X						25,736.	0.	0.
(12) Steven Hogwood Trustee	1.00 1.00	X						0.	0.	0.
(13) Andrew F. Caughey, M.D. Trustee	1.00 1.00	X						0.	0.	0.
(14) Mark A. Smith, M.D. Trustee	60.00 1.00	X						133,105.	0.	12,229.
(15) Steven D. Rick Secretary/Treasurer	2.00 2.00	X		X				0.	0.	0.
(16) Timothy J. Levy Vice Chairman	2.00 2.00	X		X				0.	0.	0.
(17) John C. Nally Chairman	2.00 2.00	X		X				0.	0.	0.

**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) Lawrence H. Schultz Trustee	1.00 3.00	X						0.	0.	0.
(19) Allan L. Tompkins, M.D. Trustee	1.00 1.00	X						3,979.	0.	0.
(20) Gregg A. Patten, M.D. Trustee	1.00 2.00	X						0.	0.	0.
(21) Mohan G. Kulkarni, M.D. Physician Trustee	60.00 1.00	X						1,022,660.	0.	100,556.
(22) Kevin P. Leonard VP Finance/ CFO	55.00 5.00			X				344,996.	0.	40,443.
(23) Kenneth Empey General Counsel	55.00 5.00				X			339,917.	0.	67,822.
(24) Ondrea L. Bates SVP Patient Care	60.00 5.00				X			404,612.	0.	65,562.
(25) Ray King, M.D. Chief Medical Officer Thru August 20	55.00 5.00				X			582,043.	0.	71,954.
(26) Vishal Gupta, M.D. Physician	60.00 0.00					X		1,189,369.	0.	118,959.
<b>1b Sub-total</b>								4,810,218.	3,412,519.	669,736.
<b>c Total from continuation sheets to Part VII, Section A</b>								5,272,221.	0.	326,859.
<b>d Total (add lines 1b and 1c)</b>								10,082,439.	3,412,519.	996,595.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **316**

- 3** Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

	Yes	No
3	X	
4	X	
5		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year

(A) Name and business address	(B) Description of services	(C) Compensation
CHRISTMAN COMPANY 208 N. CAPITAL AVENUE, LANSING, MI 48933	General Contractor	11,171,829.
ST JOSEPH MERCY HEALTH SYSTEM PO Box 992, Ann Arbor, MI 48106	Healthcare Services	10,642,733.
INDEPENDENT HOSPITALIST PHYSICIANS, PLLC PO Box 100, Royal Oak, MI 48068	Healthcare Consulting	9,526,048.
MEDIX STAFFING SOLUTIONS, INC. 7839 SOLUTION CENTER, CHICAGO, IL 60677	Staffing Solutions	5,166,342.
LEIDOS HEALTH PO BOX 223866, PITTSBURGH, PA 15251	Consulting	3,813,795.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **245**

See Part VII, Section A Continuation sheets

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**Part VIII** Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	1 a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d	786,501.			
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	103,260.			
	g Noncash contributions included in lines 1a-1f \$					
	h <b>Total.</b> Add lines 1a-1f		889,761.			
<b>Program Service Revenue</b>	<b>Business Code</b>					
	2 a Patient Services	621990	545,084,291.	545,084,291.		
	b FHC, JCA, JCMR and Premier	621910	475,783.	475,783.		
	c					
	d					
	e					
	f All other program service revenue					
	g <b>Total.</b> Add lines 2a-2f		545,560,074.			
<b>Other Revenue</b>	3 Investment income (including dividends, interest, and other similar amounts)		4,335,168.			4,335,168.
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
	6 a Gross rents	(i) Real (ii) Personal				
	b Less rental expenses	727,479.				
	c Rental income or (loss)	343,703.				
	d Net rental income or (loss)	383,776.				383,776.
	7 a Gross amount from sales of assets other than inventory	(i) Securities (ii) Other				
	b Less cost or other basis and sales expenses	65,867,374. 345,405.				
	c Gain or (loss)	53,002,638. 511,351.				
	d Net gain or (loss)	12,864,736. -165,946.				12,698,790.
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a				
	b Less direct expenses	b				
	c Net income or (loss) from fundraising events					
	9 a Gross income from gaming activities See Part IV, line 19	a				
	b Less direct expenses	b				
	c Net income or (loss) from gaming activities					
	10 a Gross sales of inventory, less returns and allowances	a				
	b Less cost of goods sold	b				
	c Net income or (loss) from sales of inventory					
<b>Miscellaneous Revenue</b>		<b>Business Code</b>				
11 a Contracted Pharmacy Revenue	621110	4,084,992.	4,084,992.			
b Services to Affiliates	561000	3,279,967.	3,279,967.			
c JHN	621990	2,708,420.	2,708,420.			
d All other revenue	722210	4,906,623.	2,247,893.	512,492.	2,146,238.	
e <b>Total.</b> Add lines 11a-11d		14,980,002.				
12 <b>Total revenue.</b> See instructions.		578,847,571.	557,881,346.	512,492.	19,563,972.	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	323,378.	323,378.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	4,421,266.	2,448,319.	1,815,311.	157,636.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	570,071.	268,368.	301,703.	
7 Other salaries and wages	243,664,666.	201,791,943.	41,872,723.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	3,985,134.	3,277,598.	707,536.	
9 Other employee benefits	27,082,486.	22,274,154.	4,808,332.	
10 Payroll taxes	15,830,876.	13,020,199.	2,810,677.	
11 Fees for services (non-employees)				
a Management				
b Legal	487,541.	400,981.	86,560.	
c Accounting	195,672.		195,672.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	229,801.	189,001.	40,800.	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	49,915,277.	43,372,733.	6,542,544.	
12 Advertising and promotion	3,566,923.	2,933,637.	633,286.	
13 Office expenses	27,877,272.	22,927,831.	4,949,441.	
14 Information technology	36,511,706.	30,029,273.	6,482,433.	
15 Royalties				
16 Occupancy	8,711,277.	7,164,642.	1,546,635.	
17 Travel	513,562.	422,382.	91,180.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	513,562.	422,382.	91,180.	
20 Interest	5,012,338.	4,122,428.	889,910.	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	22,762,504.	18,721,159.	4,041,345.	
23 Insurance	5,092,203.	4,188,113.	904,090.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Medical Supplies	44,545,327.	44,545,327.		
b Pharmaceutical Supplies	40,424,928.	40,424,928.		
c Uncompensated Care	26,715,874.	26,715,874.		
d QAAP TAX	16,111,385.	16,111,385.		
e All other expenses	2,895,807.	2,324,260.	571,547.	
25 Total functional expenses. Add lines 1 through 24e	587,960,836.	508,420,295.	79,382,905.	157,636.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ☐ if following SOP 98-2 (ASC 958-720)

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
<b>Assets</b>	1 Cash - non-interest-bearing	9,171,477.	1	2,528,596.
	2 Savings and temporary cash investments	2,433,549.	2	944,248.
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	53,945,365.	4	68,768,324.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr) Complete Part II of Sch L	115,000.	6	115,000.
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	7,355,119.	8	8,053,478.
	9 Prepaid expenses and deferred charges	5,997,699.	9	5,291,637.
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 261,075,734.		
	b Less accumulated depreciation	10b 36,310,267.	10c	224,765,467.
	11 Investments - publicly traded securities	227,837,469.	11	193,283,776.
	12 Investments - other securities See Part IV, line 11		12	
	13 Investments - program-related See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets See Part IV, line 11	10,424,463.	15	12,710,917.
16 <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	495,697,425.	16	516,461,443.	
<b>Liabilities</b>	17 Accounts payable and accrued expenses	74,418,101.	17	100,503,140.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities	157,947,325.	20	156,439,744.
	21 Escrow or custodial account liability Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D	58,372,403.	25	48,137,531.
	26 <b>Total liabilities.</b> Add lines 17 through 25	290,737,829.	26	305,080,415.
<b>Net Assets or Fund Balances</b>	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	204,959,596.	27	211,381,028.
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	204,959,596.	33	211,381,028.
34 <b>Total liabilities and net assets/fund balances</b>	495,697,425.	34	516,461,443.	

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**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	578,847,571.
2	Total expenses (must equal Part IX, column (A), line 25)	2	587,960,836.
3	Revenue less expenses Subtract line 2 from line 1	3	-9,113,265.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	204,959,596.
5	Net unrealized gains (losses) on investments	5	9,907,975.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	5,626,722.
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	211,381,028.

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII ☒

- 1 Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both  
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both  
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?  
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b	X	
2c	X	
3a		X
3b		

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**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 <b>Total.</b> Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 <b>Public support.</b> Subtract line 5 from line 4						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets. (Explain in Part VI.)						
11 <b>Total support.</b> Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here.</b> ► <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2017 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2016 Schedule A, Part II, line 14	15	%
16a <b>33 1/3% support test - 2017.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization. ► <input type="checkbox"/>		
b <b>33 1/3% support test - 2016.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization. ► <input type="checkbox"/>		
17a <b>10% -facts-and-circumstances test - 2017.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization. ► <input type="checkbox"/>		
b <b>10% -facts-and-circumstances test - 2016.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization. ► <input type="checkbox"/>		
18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions. ► <input type="checkbox"/>		

Schedule A (Form 990 or 990-EZ) 2017

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2013	(b) 2014	(c) 2015	(d) 2016	(e) 2017	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets. (Explain in Part VI.)						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2017 (line 8, column (f) divided by line 13, column (f))	15	%
<b>16</b> Public support percentage from 2016 Schedule A, Part III, line 15	16	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2017 (line 10c, column (f) divided by line 13, column (f))	17	%
<b>18</b> Investment income percentage from 2016 Schedule A, Part III, line 17	18	%

**19a 33 1/3% support tests - 2017.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ☐

**b 33 1/3% support tests - 2016.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ☐

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).
- 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.
  - b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in **Part VI** when and how the organization made the determination.
  - c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.
- 4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.
  - b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.
  - c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in **Part VI**, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).
  - b **Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
  - c **Substitutions only.** Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in **Part VI**.
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in **Part VI**.
  - b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in **Part VI**.
  - c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in **Part VI**.
- 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b below.
  - b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)

	Yes	No
1		
2		
3a		
3b		
3c		
4a		
4b		
4c		
5a		
5b		
5c		
6		
7		
8		
9a		
9b		
9c		
10a		
10b		



**Part IV Supporting Organizations** (continued)

- 11 Has the organization accepted a gift or contribution from any of the following persons?
- a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?
- b A family member of a person described in (a) above?
- c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.

	Yes	No
11a		
11b		
11c		

**Section B. Type I Supporting Organizations**

- 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.
- 2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.

	Yes	No
1		
2		

**Section C. Type II Supporting Organizations**

- 1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).

	Yes	No
1		

**Section D. All Type III Supporting Organizations**

- 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?
- 2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).
- 3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.

	Yes	No
1		
2		
3		

**Section E. Type III Functionally Integrated Supporting Organizations**

- 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).
- a ☐ The organization satisfied the Activities Test. Complete line 2 below.
- b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.
- c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).

**2 Activities Test. Answer (a) and (b) below.**

- a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.
- b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.

	Yes	No
2a		
2b		
3a		
3b		

**3 Parent of Supported Organizations. Answer (a) and (b) below.**

- a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.
- b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI.) See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI)		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions)		

Schedule A (Form 990 or 990-EZ) 2017

**Part V** Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 Total annual distributions. Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2017 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2017	(iii) Distributable Amount for 2017
1 Distributable amount for 2017 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2017 (reasonable cause required- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2017			
a			
b From 2013			
c From 2014			
d From 2015			
e From 2016			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2017 distributable amount			
i Carryover from 2012 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2017 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2017 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2017, if any Subtract lines 3g and 4a from line 2 For result greater than zero, explain in Part VI. See instructions			
6 Remaining underdistributions for 2017 Subtract lines 3h and 4b from line 1 For result greater than zero, explain in Part VI See instructions			
7 Excess distributions carryover to 2018. Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2013			
b Excess from 2014			
c Excess from 2015			
d Excess from 2016			
e Excess from 2017			

Schedule A (Form 990 or 990-EZ) 2017

## Schedule A Part VI

**Supplemental Information.** Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b, Part V, line 1, Part V, Section B, line 1e, Part V, Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information (See instructions.)

**SCHEDULE C**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Political Campaign and Lobbying Activities**

For Organizations Exempt From Income Tax Under section 501(c) and section 527  
▶ **Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.**  
▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No 1545-0047

**2017**

**Open to Public  
Inspection**

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of organization

W.A Foote Memorial Hospital

Employer identification number

38-2027689

**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV
- 2 Political campaign activity expenditures ▶ \$
- 3 Volunteer hours for political campaign activities

**Part I-B Complete if the organization is exempt under section 501(c)(3).**

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year?

☐ Yes ☐ No  
☐ Yes ☐ No

4a Was a correction made?

b If "Yes," describe in Part IV

**Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$
- 3 Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ \$
- 4 Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990 or 990-EZ) 2017

LHA

732041 11-09-17

**Part II-A** Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)
- B** Check ☐ if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying)															
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)															
<b>c</b> Total lobbying expenditures (add lines 1a and 1b)															
<b>d</b> Other exempt purpose expenditures															
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)															
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns															
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)															
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0-															
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0-															
<b>j</b> If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?															

☐ Yes ☐ No
**4-Year Averaging Period Under section 501(h)**

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.

See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) Total
<b>2a</b> Lobbying nontaxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount					
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					
<b>f</b> Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2017

**Part II-B** Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity

	(a)		(b)
	Yes	No	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
<b>a</b> Volunteers?		X	
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?	X		
<b>c</b> Media advertisements?		X	
<b>d</b> Mailings to members, legislators, or the public?		X	
<b>e</b> Publications, or published or broadcast statements?		X	
<b>f</b> Grants to other organizations for lobbying purposes?		X	
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?	X		65,660.
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		X	
<b>i</b> Other activities?		X	
<b>j</b> Total. Add lines 1c through 1i			65,660.
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		X	
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

**Part III-A** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members?	1	
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
<b>3</b> Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year?	3	

**Part III-B** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."

<b>1</b> Dues, assessments and similar amounts from members	1	
<b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b> Current year	2a	
<b>b</b> Carryover from last year	2b	
<b>c</b> Total	2c	
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
<b>4</b> If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
<b>5</b> Taxable amount of lobbying and political expenditures (see instructions)	5	

**Part IV** Supplemental Information

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4; Part I-C, line 5, Part II-A (affiliated group list), Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information

**Part II-B, Line 1, Lobbying Activities:**

Health care is a highly-regulated field, requiring frequent and high-level communication with regulators and elected officials. A small investment in lobbying enables us to remain in contact with legislators and government agencies, maximize the resources with which we are entrusted and assure that we provide the best care to our

**Part IV** Supplemental Information (continued)

community. W.A. Foote Memorial Hospital dba Henry Ford Allegiance Health enlists the services of several lobbying consultants, attorneys and healthcare trade associations. In addition, the Hospital employs a corporate accounts specialist. The specialist spends a portion of his time contacting legislators, participating in grass roots advocacy, and other activities closely related to lobbying.



**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No 1545-0047

**2017**

Open to Public  
Inspection

Name of the organization

W.A Foote Memorial Hospital

Employer identification number  
38-2027689

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7

1 Purpose(s) of conservation easements held by the organization (check all that apply)

<input type="checkbox"/> Preservation of land for public use (e g , recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1	▶ \$ _____
(ii) Assets included in Form 990, Part X	▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1	▶ \$ _____
b Assets included in Form 990, Part X	▶ \$ _____

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Schedule D (Form 990) 2017

732051 10-09-17

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

- a ☐ Public exhibition  
 b ☐ Scholarly research  
 c ☐ Preservation for future generations  
 d ☐ Loan or exchange programs  
 e ☐ Other \_\_\_\_\_

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table

- c Beginning balance  
 d Additions during the year  
 e Distributions during the year  
 f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	2,037,753.	1,614,108.	1,451,944.	1,312,432.	1,552,189.
b Contributions	1,513,373.	471,995.	463,114.	558,781.	694,089.
c Net investment earnings, gains, and losses	93,086.	19,074.	12,856.	-4,612.	75,992.
d Grants or scholarships	931,200.	66,768.	313,806.	404,908.	1,009,838.
e Other expenditures for facilities and programs		656.		9,749.	
f Administrative expenses					
g End of year balance	2,713,012.	2,037,753.	1,614,108.	1,451,944.	1,312,432.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

- a Board designated or quasi-endowment ☐ \_\_\_\_\_ %  
 b Permanent endowment ☒ 32.00 %  
 c Temporarily restricted endowment ☒ 68.00 %

The percentages on lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

- (i) unrelated organizations  
 (ii) related organizations

	Yes	No
3a(i)		X
3a(ii)	X	
3b	X	

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

4 Describe in Part XIII the intended uses of the organization's endowment funds

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		4,074,484.		4,074,484.
b Buildings		114,272,420.	10,736,121.	103,536,299.
c Leasehold improvements		118,000.	32,253.	85,747.
d Equipment		114,471,397.	25,541,893.	88,929,504.
e Other		28,139,433.		28,139,433.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c)				224,765,467.

Schedule D (Form 990) 2017

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Retirement Plan Liability	29,424,320.
(3) Deferred Comp	4,331,350.
(4) Corporate Reserve	6,444,860.
(5) Liability Insurance	7,937,001.
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

Schedule D (Form 990) 2017

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a

1	Total revenue, gains, and other support per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a

1	Total expenses and losses per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**Part V, line 4:**

The Organization's endowment funds are used for various charitable hospital programs including treatment of uninsured patients, community preventative health education, program development and capital improvements.

**Part X, Line 2:**

The System does not have any material uncertain tax positions as of December 31, 2017 and 2016.

**Part XIII** Supplemental Information *(continued)*

Supplemental information area with horizontal lines for text entry.

**SCHEDULE F**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service**Statement of Activities Outside the United States**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No 1545-0047

**2017**Open to Public  
Inspection

Name of the organization

Employer identification number

W.A Foote Memorial Hospital

38-2027689

**Part I** General Information on Activities Outside the United States. Complete if the organization answered "Yes" on

Form 990, Part IV, line 14b

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☐ Yes ☐ No

- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States

- 3 Activities per Region (The following Part I, line 3 table can be duplicated if additional space is needed)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
Cayman Islands	0	0	Program Services	Self & Malpractice Insurance	14,773,698.
3 a Sub-total	0	0			14,773,698.
b Total from continuation sheets to Part I	0	0			0.
c Totals (add lines 3a and 3b)	0	0			14,773,698.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2017







**Part IV Foreign Forms**

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926) ☐ Yes ☒ No
- 2 Did the organization have an interest in a foreign trust during the tax year? If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A, don't file with Form 990) ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations (see Instructions for Form 5471) ☒ Yes ☐ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621) ☐ Yes ☒ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865) ☐ Yes ☒ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713, don't file with Form 990) ☒ Yes ☐ No

Schedule F (Form 990) 2017

Provide the information required by Part I, line 2 (monitoring of funds), Part I, line 3, column (f) (accounting method, amounts of investments vs expenditures per region), Part II, line 1 (accounting method), Part III (accounting method), and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

**SCHEDULE H  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Hospitals**

- **Complete if the organization answered "Yes" on Form 990, Part IV, question 20.**  
 ► **Attach to Form 990.**  
 ► **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No 1545-0047

**2017**

**Open to Public  
Inspection**

Name of the organization

**W.A Foote Memorial Hospital**

Employer identification number

**38-2027689**

**Part I Financial Assistance and Certain Other Community Benefits at Cost**

- 1a** Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a
- b** If "Yes," was it a written policy?  
 If the organization had multiple hospital facilities, indicate which of the following best describes application of the financial assistance policy to its various hospital facilities during the tax year
- 2**
- ☐ Applied uniformly to all hospital facilities ☐ Applied uniformly to most hospital facilities  
☐ Generally tailored to individual hospital facilities
- 3** Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year
- a** Did the organization use Federal Poverty Guidelines (FPG) as a factor in determining eligibility for providing *free* care?  
 If "Yes," indicate which of the following was the FPG family income limit for eligibility for free care  
☐ 100% ☐ 150% ☐ 200% ☒ Other 250 %
- b** Did the organization use FPG as a factor in determining eligibility for providing *discounted* care? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care  
☐ 200% ☐ 250% ☐ 300% ☐ 350% ☐ 400% ☐ Other \_\_\_\_\_ %
- c** If the organization used factors other than FPG in determining eligibility, describe in Part VI the criteria used for determining eligibility for free or discounted care. Include in the description whether the organization used an asset test or other threshold, regardless of income, as a factor in determining eligibility for free or discounted care
- 4** Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"?
- 5a** Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?
- b** If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?
- c** If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care?
- 6a** Did the organization prepare a community benefit report during the tax year?
- b** If "Yes," did the organization make it available to the public?

	Yes	No
1a	X	
1b	X	
2		
3a	X	
3b		X
4	X	
5a	X	
5b		X
5c		
6a	X	
6b	X	

Complete the following table using the worksheets provided in the Schedule H instructions. Do not submit these worksheets with the Schedule H.

<b>7 Financial Assistance and Certain Other Community Benefits at Cost</b>						
	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
<b>Financial Assistance and Means-Tested Government Programs</b>						
<b>a</b> Financial Assistance at cost (from Worksheet 1)			3975323.		3975323.	.72%
<b>b</b> Medicaid (from Worksheet 3, column a)			159015137	121677001	37338136.	6.75%
<b>c</b> Costs of other means-tested government programs (from Worksheet 3, column b)						
<b>d Total</b> Financial Assistance and Means-Tested Government Programs			162990460	121677001	41313459.	7.47%
<b>Other Benefits</b>						
<b>e</b> Community health improvement services and community benefit operations (from Worksheet 4)			837,752.	8,470.	829,282.	.15%
<b>f</b> Health professions education (from Worksheet 5)			13816072.	6427244.	7388828.	1.34%
<b>g</b> Subsidized health services (from Worksheet 6)			397,366.		397,366.	.07%
<b>h</b> Research (from Worksheet 7)						
<b>i</b> Cash and in-kind contributions for community benefit (from Worksheet 8)			716,272.		716,272.	.13%
<b>j Total.</b> Other Benefits			15767462.	6435714.	9331748.	1.69%
<b>k Total.</b> Add lines 7d and 7j			178757922	128112715	50645207.	9.16%

**Part II Community Building Activities** Complete this table if the organization conducted any community building activities during the tax year, and describe in Part VI how its community building activities promoted the health of the communities it serves.

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
1 Physical improvements and housing						
2 Economic development						
3 Community support			10,538.	10,538.		.00%
4 Environmental improvements						
5 Leadership development and training for community members						
6 Coalition building			9,411.	0.	9,411.	.00%
7 Community health improvement advocacy						
8 Workforce development						
9 Other						
10 Total			19,949.	10,538.	9,411.	.00%

Part III	Bad Debt, Medicare, & Collection Practices
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## Section A. Bad Debt Expense

- 1 Did the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15?

- 2** Enter the amount of the organization's bad debt expense. Explain in Part VI the methodology used by the organization to estimate this amount.

- 3 Enter the estimated amount of the organization's bad debt expense attributable to patients eligible under the organization's financial assistance policy. Explain in Part VI the methodology used by the organization to estimate this amount and the rationale, if any, for including this portion of bad debt as community benefit.

- 4 Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense or the page number on which this footnote is contained in the attached financial statements

## Section B. Medicare

- 5** Enter total revenue received from Medicare (including DSH and IME)

- 6** Enter Medicare allowable costs of care relating to payments on line 5

- 7** Subtract line 6 from line 5. This is the surplus (or shortfall).

- 8** Describe in Part VI the extent to which any shortfall reported in line 7 should be treated as community benefit

Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6

Check the box that describes the method used

☐ Cost accounting system      ☒ Cost to charge ratio      ☐ Other

## Section C. Collection Practices

- 9a** Did the organization have a written debt collection policy during the tax year?

- b If "Yes," did the organization's collection policy that applied to the largest number of its patients during the tax year contain provisions on the collection practices to be followed for patients who are known to qualify for financial assistance? Describe in Part VI

**Part IV Management Companies and Joint Ventures** (owned 10% or more by officers, directors, trustees, key employees, and physicians - see instructions)

[illegible]



**Part V Facility Information** (continued)**Section B. Facility Policies and Practices**

(complete a separate Section B for each of the hospital facilities or facility reporting groups listed in Part V, Section A)

Name of hospital facility or letter of facility reporting group W.A. Foote Memorial HospitalLine number of hospital facility, or line numbers of hospital facilities in a facility reporting group (from Part V, Section A): 1

	Yes	No
<b>Community Health Needs Assessment</b>		
1 Was the hospital facility first licensed, registered, or similarly recognized by a state as a hospital facility in the current tax year or the immediately preceding tax year?		X
2 Was the hospital facility acquired or placed into service as a tax-exempt hospital in the current tax year or the immediately preceding tax year? If "Yes," provide details of the acquisition in Section C		X
3 During the tax year or either of the two immediately preceding tax years, did the hospital facility conduct a community health needs assessment (CHNA)? If "No," skip to line 12	X	
If "Yes," indicate what the CHNA report describes (check all that apply)		
a <input checked="" type="checkbox"/> A definition of the community served by the hospital facility		
b <input checked="" type="checkbox"/> Demographics of the community		
c <input checked="" type="checkbox"/> Existing health care facilities and resources within the community that are available to respond to the health needs of the community		
d <input checked="" type="checkbox"/> How data was obtained		
e <input checked="" type="checkbox"/> The significant health needs of the community		
f <input checked="" type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups		
g <input checked="" type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs		
h <input checked="" type="checkbox"/> The process for consulting with persons representing the community's interests		
i <input checked="" type="checkbox"/> The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA(s)		
j <input type="checkbox"/> Other (describe in Section C)		
4 Indicate the tax year the hospital facility last conducted a CHNA		20 <u>16</u>
5 In conducting its most recent CHNA, did the hospital facility take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health? If "Yes," describe in Section C how the hospital facility took into account input from persons who represent the community, and identify the persons the hospital facility consulted	X	
6a Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C	X	
b Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities? If "Yes," list the other organizations in Section C	X	
7 Did the hospital facility make its CHNA report widely available to the public?	X	
If "Yes," indicate how the CHNA report was made widely available (check all that apply)		
a <input checked="" type="checkbox"/> Hospital facility's website (list url) <u>See Part V, Page 8</u>		
b <input checked="" type="checkbox"/> Other website (list url) <u>www.myhio.org</u>		
c <input checked="" type="checkbox"/> Made a paper copy available for public inspection without charge at the hospital facility		
d <input checked="" type="checkbox"/> Other (describe in Section C)		
8 Did the hospital facility adopt an implementation strategy to meet the significant community health needs identified through its most recently conducted CHNA? If "No," skip to line 11	X	
9 Indicate the tax year the hospital facility last adopted an implementation strategy		20 <u>16</u>
10 Is the hospital facility's most recently adopted implementation strategy posted on a website?	X	
a If "Yes," (list url) <u>See Part V</u>		
b If "No," is the hospital facility's most recently adopted implementation strategy attached to this return?		
11 Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed		
12a Did the organization incur an excise tax under section 4959 for the hospital facility's failure to conduct a CHNA as required by section 501(r)(3)?		X
b If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax?		
c If "Yes" to line 12b, what is the total amount of section 4959 excise tax the organization reported on Form 4720 for all of its hospital facilities? \$		

**Part V Facility Information** (continued)**Financial Assistance Policy (FAP)**Name of hospital facility or letter of facility reporting group W.A. Foote Memorial Hospital

	Yes	No
Did the hospital facility have in place during the tax year a written financial assistance policy that		
<b>13</b> Explained eligibility criteria for financial assistance, and whether such assistance included free or discounted care?	<b>X</b>	
If "Yes," indicate the eligibility criteria explained in the FAP		
a <input checked="" type="checkbox"/> Federal poverty guidelines (FPG), with FPG family income limit for eligibility for free care of <u>250</u> % and FPG family income limit for eligibility for discounted care of _____ %		
b <input checked="" type="checkbox"/> Income level other than FPG (describe in Section C)		
c <input checked="" type="checkbox"/> Asset level		
d <input checked="" type="checkbox"/> Medical indigency		
e <input checked="" type="checkbox"/> Insurance status		
f <input checked="" type="checkbox"/> Underinsurance status		
g <input checked="" type="checkbox"/> Residency		
h <input type="checkbox"/> Other (describe in Section C)		
<b>14</b> Explained the basis for calculating amounts charged to patients?	<b>X</b>	
<b>15</b> Explained the method for applying for financial assistance?	<b>X</b>	
If "Yes," indicate how the hospital facility's FAP or FAP application form (including accompanying instructions) explained the method for applying for financial assistance (check all that apply)		
a <input checked="" type="checkbox"/> Described the information the hospital facility may require an individual to provide as part of his or her application		
b <input checked="" type="checkbox"/> Described the supporting documentation the hospital facility may require an individual to submit as part of his or her application		
c <input checked="" type="checkbox"/> Provided the contact information of hospital facility staff who can provide an individual with information about the FAP and FAP application process		
d <input type="checkbox"/> Provided the contact information of nonprofit organizations or government agencies that may be sources of assistance with FAP applications		
e <input checked="" type="checkbox"/> Other (describe in Section C)		
<b>16</b> Was widely publicized within the community served by the hospital facility?	<b>X</b>	
If "Yes," indicate how the hospital facility publicized the policy (check all that apply)		
a <input checked="" type="checkbox"/> The FAP was widely available on a website (list url) <u>See Part V, Page 8</u>		
b <input checked="" type="checkbox"/> The FAP application form was widely available on a website (list url) <u>See Part V, Page 8</u>		
c <input checked="" type="checkbox"/> A plain language summary of the FAP was widely available on a website (list url) <u>See Part V, Page 8</u>		
d <input checked="" type="checkbox"/> The FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
e <input checked="" type="checkbox"/> The FAP application form was available upon request and without charge (in public locations in the hospital facility and by mail)		
f <input checked="" type="checkbox"/> A plain language summary of the FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
g <input checked="" type="checkbox"/> Individuals were notified about the FAP by being offered a paper copy of the plain language summary of the FAP, by receiving a conspicuous written notice about the FAP on their billing statements, and via conspicuous public displays or other measures reasonably calculated to attract patients' attention		
h <input checked="" type="checkbox"/> Notified members of the community who are most likely to require financial assistance about availability of the FAP		
i <input checked="" type="checkbox"/> The FAP, FAP application form, and plain language summary of the FAP were translated into the primary language(s) spoken by LEP populations		
j <input type="checkbox"/> Other (describe in Section C)		

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**Part V Facility Information** (continued)**Billing and Collections**Name of hospital facility or letter of facility reporting group W.A. Foote Memorial Hospital

	Yes	No
17 Did the hospital facility have in place during the tax year a separate billing and collections policy, or a written financial assistance policy (FAP) that explained all of the actions the hospital facility or other authorized party may take upon nonpayment?	X	
18 Check all of the following actions against an individual that were permitted under the hospital facility's policies during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP		
a <input type="checkbox"/> Reporting to credit agency(ies)		
b <input type="checkbox"/> Selling an individual's debt to another party		
c <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d <input type="checkbox"/> Actions that require a legal or judicial process		
e <input type="checkbox"/> Other similar actions (describe in Section C)		
f <input checked="" type="checkbox"/> None of these actions or other similar actions were permitted		
19 Did the hospital facility or other authorized party perform any of the following actions during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP?		X
If "Yes," check all actions in which the hospital facility or a third party engaged		
a <input type="checkbox"/> Reporting to credit agency(ies)		
b <input type="checkbox"/> Selling an individual's debt to another party		
c <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d <input type="checkbox"/> Actions that require a legal or judicial process		
e <input type="checkbox"/> Other similar actions (describe in Section C)		
20 Indicate which efforts the hospital facility or other authorized party made before initiating any of the actions listed (whether or not checked) in line 19 (check all that apply)		
a <input type="checkbox"/> Provided a written notice about upcoming ECAs (Extraordinary Collection Action) and a plain language summary of the FAP at least 30 days before initiating those ECAs		
b <input checked="" type="checkbox"/> Made a reasonable effort to orally notify individuals about the FAP and FAP application process		
c <input checked="" type="checkbox"/> Processed incomplete and complete FAP applications		
d <input checked="" type="checkbox"/> Made presumptive eligibility determinations		
e <input type="checkbox"/> Other (describe in Section C)		
f <input type="checkbox"/> None of these efforts were made		

**Policy Relating to Emergency Medical Care**

21 Did the hospital facility have in place during the tax year a written policy relating to emergency medical care that required the hospital facility to provide, without discrimination, care for emergency medical conditions to individuals regardless of their eligibility under the hospital facility's financial assistance policy?	X	
If "No," indicate why		
a <input type="checkbox"/> The hospital facility did not provide care for any emergency medical conditions		
b <input type="checkbox"/> The hospital facility's policy was not in writing		
c <input type="checkbox"/> The hospital facility limited who was eligible to receive care for emergency medical conditions (describe in Section C)		
d <input type="checkbox"/> Other (describe in Section C)		

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**Part V Facility Information** (continued)**Charges to Individuals Eligible for Assistance Under the FAP (FAP-Eligible Individuals)**Name of hospital facility or letter of facility reporting group W.A. Foote Memorial Hospital**22** Indicate how the hospital facility determined, during the tax year, the maximum amounts that can be charged to FAP-eligible individuals for emergency or other medically necessary care

- a ☒ The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service during a prior 12-month period
- b ☐ The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period
- c ☐ The hospital facility used a look-back method based on claims allowed by Medicaid, either alone or in combination with Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period
- d ☐ The hospital facility used a prospective Medicare or Medicaid method

**23** During the tax year, did the hospital facility charge any FAP-eligible individual to whom the hospital facility provided emergency or other medically necessary services more than the amounts generally billed to individuals who had insurance covering such care?

If "Yes," explain in Section C

**24** During the tax year, did the hospital facility charge any FAP-eligible individual an amount equal to the gross charge for any service provided to that individual?

If "Yes," explain in Section C

	Yes	No
23		X
24		X

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**Part V Facility Information** (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

W.A. Foote Memorial Hospital:

Part V, Section B, Line 5: The Health Improvement Organization

Coordinating Council, founded by Henry Ford Allegiance Health (HFAH), is a collaborative of community stakeholders committed to improving the health status of the community through an integrated health improvement infrastructure that addresses Jackson's priority health issues.

The HIO Coordinating Council serves as the health strand of the Jackson Collaborative Network which also includes the Cradle to Career Education network and the Financial Stability Network. The scope of the HIO Coordinating Council responsibility includes monitoring community level indicators, identifying specific health priorities and developing community action plans to address common goals.

In this model, community stakeholders work with public health experts to develop and complete a community health assessment for Jackson County.

This assessment provides a data collection mechanism that better aligns efforts among community partners and creates a more strategic framework for local health improvement activities.

Individuals contributing input for HFAH's recent CHNA:

Megan Albertson, HFAH

Kellie Baker, LifeWays

Marilyn Bell, Michigan Purchasers Health Alliance

Sara Benedetto, Center for Family Health

Adam Brown, Jackson County Administration

Cindy Bruner, Meridian Health Plan

Shelly Bullinger, Jackson County Health Department

**Part V Facility Information** (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility

Kathleen Clark, YMCA Storer Camps

Mark Fall, Henry Ford Allegiance CareLink

Andrew Farmer, AARP of Michigan

Kevin Ford, MSU

Ted Hilleary, Community Member

Jennifer Johnson, Great Lakes Industry

David King, LifeWays

Ray King, HFAH

David Kirk, HFAH

Irene LeCrone, United Way

Katie Luke, Partnership Park Neighborhood Assoc.

Katherine Martin, Community Action Agency

Rebecca Mayer, AWARE

Pamela McCrum, Catholic Charities of Jackson

Dani Meier, Jackson Public Schools

Monica Moser, Jackson Community Foundation

Wendy Murdock, United Way of Jackson County

Erin Norton, United Way

Amy Pelletier, Marriage Matters

Rhonda Rudolph, Jackson County Health Department

Scott Schmidt, United Way of Jackson County

Amy Schultz, HFAH

Steve Sukta, Intermediate School District

Scott TenBrink, Fitness Council of Jackson

Shaina Tinsey, HFAH

Julie Weisbrod, Jackson County Health Department

Ted Westmeier, Jackson County Health Department

**Part V Facility Information** (continued)

**Section C. Supplemental Information for Part V, Section B.** Provide descriptions required for Part V, Section B, lines 2, 3i, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

W.A. Foote Memorial Hospital:

Part V, Section B, Line 6a: Henry Ford Specialty Hospital, a  
Community-Owned Specialty Hospital. HFSH is a related non-profit  
corporation.

W.A. Foote Memorial Hospital:

Part V, Section B, Line 6b: AARP

Big Brothers/Big Sisters

Center for Family Health

Community Action Agency

Cradle to Career

Fitness Council of Jackson

Great Lakes Industry

Great Start

Jackson Community Foundation

Jackson County Health Department

Jackson County Intermediate School District

Jackson County Parks and Recreation

Jackson Health Network

Jackson YMCA

LifeWays

Marriage Matters Jackson

Michigan State University

Partnership Park Downtown Neighborhood Association

**Part V Facility Information** (continued)

**Section C. Supplemental Information for Part V, Section B.** Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

United Way of Jackson County

University of Michigan

YMCA Storer Camps

W.A. Foote Memorial Hospital:

Part V, Section B, Line 7d: The CHNA is posted on the hospital website at the address below. In addition, the CHNA is posted on other community organization websites, presented at public forums, and hard copies of the assessment are available upon request.

[www.allegiancehealth.org/services/prevention-community-health](http://www.allegiancehealth.org/services/prevention-community-health)

W.A. Foote Memorial Hospital:

Part V, Section B, Line 2: Effective April 1, 2016, Henry Ford Health System became the sole member of Henry Ford Allegiance Health Group (formerly Allegiance Health Services). Henry Ford Allegiance Health Group is the sole member of W. A. Foote Memorial Hospital d/b/a Henry Ford Allegiance Health. Henry Ford Health System is a non-profit 501(c)(3) organization.

This affiliation allows Henry Ford Allegiance Health Group to join forces with one of the largest healthcare providers in Michigan to continue to provide high-quality healthcare services to residents of the community it serves. It also ensures that Henry Ford Allegiance Health Group will have the commitment to capital to continue to pursue growth opportunities and

**Part V** Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

to expand existing healthcare services, with the goal of providing the best care possible.

W.A. Foote Memorial Hospital:

Part V, Section B, Line 11: Henry Ford Allegiance Health and its community partners have a comprehensive implementation strategy to meet needs identified in the Community Health Needs Assessment (CHNA). The CHNA implementation strategy is rolled out in stages.

Henry Ford Allegiance Health completed a Community Health Needs Assessment with partners across Jackson County. After surveying community stakeholders and analyzing local health data, the following indicates the priority areas of focus for HFAH.

#### IDENTIFIED PRIORITIES / GOALS

- o Improve the knowledge, attitudes and behaviors of residents of Jackson County
- o Reduce the obesity rate amongst Jackson County residents
- o Reduce smoking rate and secondhand smoke exposure in Jackson County
- o Improve the behavioral health and emotional wellness of Jackson County residents
- o Enhance collaborative action planning, resource alignment, and linkages among clinical and social systems to achieve collective population health impact

Multiple strategies were adopted to address each identified priority.

**Part V Facility Information** (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

Part V, Section B, Line 15e: Invoice provides patient with a number to call if they believe they may qualify for financial assistance. Patients calling the number are guided through the financial assistance application process by hospital representatives.

**PART V, SECTION B, LINE 22A:**

Uninsured patients who do not otherwise qualify for insurance with household incomes at or below 250% of the Federal poverty level may qualify under the Patient Financial Assistance Policy (FAP) for medically necessary services to be provided at no cost.

In addition, patients regardless of insurance status with annual medical liabilities to HFHS in excess of 30% of their household income may qualify for discounts on their personal obligations. Patient's personal responsibilities for medically necessary services not covered by insurance or FAP are generally based on the amount generally billed for the service, which approximates 115% of prevailing Medicare rates.

W.A. Foote Memorial Hospital

Part V, line 16a, FAP website:

<http://www.allegiancehealth.org/patient-guide/billing-insurance/>

W.A. Foote Memorial Hospital

Part V, line 16b, FAP Application website:

<http://www.allegiancehealth.org/patient-guide/billing-insurance/>

**Part V Facility Information** (continued)

**Section C. Supplemental Information for Part V, Section B.** Provide descriptions required for Part V, Section B, lines 2, 3i, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

HFAH serves as the "champions" for multiple strategies. While measuring improvement in health status for every priority can be challenging in the short term, updated data indicates local improvement in a number of areas including:

- o Proportion of Jackson County residents that received advice about their weight from a health care provider increased from 27% in 2010 CHNA to 39% in 2013 CHNA and 42% in 2016 CHNA.
- o Number of Jackson residents with low access to fresh food decreased from 19,000 to 12,000 from 2013 CHNA to 2016 CHNA.
- o Proportion of smokers who report receiving advice from their provider to quit increased from 61% to 68% from 2013 CHNA to 2016 CHNA.
- o Percent of adults who would 'definitely' seek professional help for a serious emotional problem increased from 54% to 63% from 2013 CHNA to 2016 CHNA.

In terms of significant health needs that will not be addressed, Henry Ford Allegiance Health acknowledges the wide range of health concerns that emerged from the CHNA process, and determined it could most effectively focus on those health needs that were determined to be most urgent and essential to the health of the community as well as within its ability to influence.

The implementation plan can be accessed on the hospital's website at [www.allegiancehealth.org/services/prevention-community-health/programs-ini](http://www.allegiancehealth.org/services/prevention-community-health/programs-ini)

W.A. Foote Memorial Hospital:



**Part V** Facility Information *(continued)*

**Section C. Supplemental Information for Part V, Section B.** Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

W.A. Foote Memorial Hospital

Part V, line 16c, FAP Plain Language Summary website:

<http://www.allegiancehealth.org/patient-guide/billing-insurance/>

**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
1 Allegiance Occupational Health 100 E. Michigan Ave., Ste 101 Jackson, MI 49201	Urgent care, employment screening
2 Allegiance Physical Rehabilitation - 100 E. Michigan Ave., Ste 103 Jackson, MI 49201	Rehab
3 Allegiance Substance Abuse Services 100 E. Michigan Ave., Ste 104 Jackson, MI 49201	Outpatient Treatment
4 Allegiance Home Care 100 E. Michigan Ave., Ste 400 Jackson, MI 49201	Visiting Nurses
5 Allegiance Personal Care 100 E. Michigan Ave., Ste 400 Jackson, MI 49201	Private duty nursing
6 Allegiance tobacco Treatment Services 100 E. Michigan Ave., Ste 900 Jackson, MI 49201	Outpatient Treatment
7 Gayle M Jacob Cancer Center 1100 E. Michigan Ave, Ste 307 Jackson, MI 49201	Hematology Oncology practice and infusion center
8 Allegiance Wellness Center 1100 E. Michigan Ave., Ste 100 Jackson, MI 49201	Wellness Center
9 Allegiance Cardiac Rehabilitation 1100 E. Michigan Ave., Ste 102 Jackson, MI 49201	Post-surgical Rehab facility
10 Allegiance Pulmonary Rehabilitation 1100 E. Michigan Ave., Ste 102 Jackson, MI 49201	Post-surgical Rehab facility

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
11 Allegiance Diagnostic Center - Profes 1100 E. Michigan Ave., Ste 104 Jackson, MI 49201	Lab and imaging services
12 Allegiance Outpatient Trauma 1100 E. Michigan Ave., Ste 201 Jackson, MI 49201	Physician specialty practice
13 Allegiance Thoracic Surgery 1100 E. Michigan Ave., Ste 201 Jackson, MI 49201	Physician specialty practice
14 Allegiance Pediatric Cardiology 1100 E. Michigan Ave., Ste 201 Jackson, MI 49201	Physician specialty practice
15 U of M - Allegiance Cardiac Surgery S 1100 E. Michigan Ave., Ste 201 Jackson, MI 49201	Physician specialty practice
16 Allegiance Radiation Oncology - Tejad 1102 E. Michigan Ave Jackson, MI 49201	Radiation therapy
17 Allegiance ENT 1111 Teneyck St., Ste 100 Jackson, MI 49201	Physician specialty practice
18 Allegiance Hearing Center 1111 Teneyck St., Ste 200 Jackson, MI 49201	Hearing loss treatment; hearing aid sales/service
19 Allegiance Surgery Center 1125 E. Michigan Avenue Jackson, MI 49201	Outpatient surgery center
20 Allegiance Rheumatology 1201 E. Michigan Avenue, Ste 100 Jackson, MI 49201	Physician specialty practice

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
21 Allegiance Neurology 1201 E. Michigan Avenue, Ste 240 Jackson, MI 49201	Physician practice
22 Allegiance Orthopedics 1201 E. Michigan Avenue, Ste 300 Jackson, MI 49201	Physician specialty practice
23 Allegiance Home Medical Equipment - S 1201 E. Michigan Ave., Ste 110 Jackson, MI 49201	Retail sales of durable medical equipment
24 Allegiance Osteoporosis Center 1201 E. Michigan Ave., Ste 120 Jackson, MI 49201	Physician practice
25 Allegiance Balance Center 1201 E. Michigan Ave., Ste 120 Jackson, MI 49201	Rehabilitation services
26 Allegiance Pain Management Center 1201 E. Michigan Ave., Ste 200 Jackson, MI 49201	Physician practice
27 Allegiance Neurosurgery 1201 E. Michigan Ave., Ste 240 Jackson, MI 49201	Physician specialty practice
28 Allegiance Physical Medicine and Reha 1201 E. Michigan Ave., Ste 300 Jackson, MI 49201	Physician specialty practice
29 Allegiance Physical Rehabilitation - 1201 E. Michigan Ave., Ste 300 Jackson, MI 49201	Rehabilitation services
30 Allegiance Diagnostic Center - Specia 1201 E. Michigan Avenue Jackson, MI 49201	Laboratory and imaging services

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
31 Allegiance Diagnostic Center - Greenw 1310 Greenwood Ave Jackson, MI 49203	Laboratory services
32 Allegiance Neuropsychology 1400 E. Michigan Ave Jackson, MI 49202	Physician specialty practice
33 Allegiance Diagnostic Center - North 1401 W. North Street Jackson, MI 49202	Lab and imaging services
34 Allegiance Family Medicine - North St 1401 W. North Street Jackson, MI 49202	Family medicine and Extended Hours Clinic
35 Allegiance CRNA 205 N. East Ave Jackson, MI 49201	Anesthesiology services
36 Allegiance EEG 205 N. East Ave Jackson, MI 49201	Patient testing
37 Allegiance EKG 205 N. East Ave Jackson, MI 49201	Patient testing
38 Allegiance Emergency Care 205 N. East Ave Jackson, MI 49201	Emergency room and urgent care
39 Allegiance Health Pharmacy 205 N. East Ave Jackson, MI 49201	Outpatient pharmacy
40 Allegiance Sleep Health Center 205 N. East Ave Jackson, MI 49201	Diagnostic and testing center

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
41 Allegiance Behavioral Health 205 N. East Ave Jackson, MI 49201	Mental health outpatient services
42 Allegiance Digestive Health - East Av 205 S. East Ave Jackson, MI 49201	Outpatient GI procedures
43 Phlebotomy - Drs O'Neill, Kak 214 N. Elm Ave Jackson, MI 49202	Phlebotomy office (independent physician practice)
44 Phlebotomy - Dr Rosenberg, et al 214 N. West Ave Jackson, MI 49202	Phlebotomy office (independent physician practice)
45 Allegiance Health Pharmacy 2200 Springport Road, Ste 100 Jackson, MI 49202	Long-term care pharmacy services
46 Allegiance Behavioral Health Services 2200 Springport Road, Ste 200 Jackson, MI 49202	Mental health OP services
47 Allegiance Senior Health Center 2200 Springport Road, Ste 500 Jackson, MI 49202	Geriatric services
48 Allegiance Wound Care Center - Spring 2200 Springport Road, Ste 500 Jackson, MI 49202	Treatment and therapy
49 Allegiance Diagnostic Center - Spring 2200 Springport Road, Ste 800 Jackson, MI 49202	Laboratory services
50 Medication Therapy Management Clinic 2200 Springport Road, Ste 900 Jackson, MI 49202	Pharmaceutical counseling services

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
51 Allegiance Addiction Recovery Center 2424 W. Washington Ave Jackson, MI 49203	Outpatient treatment center
52 Allegiance Family Medicine - Summit W 2585 Spring Arbor Road Jackson, MI 49203	Family medicine
53 Allegiance Vascular Health 300 W. Washington Avenue, Ste 300 Jackson, MI 49201	Physician specialty practice
54 Allegiance Vascular Laboratory 300 W. Washington Avenue, Ste 350 Jackson, MI 49201	Vascular system testing (ultrasound)
55 Michigan Heart 309 Page Avenue Jackson, MI 49201	Cardiovascular care, diagnostic testing
56 Allegiance Family Medicine - East Mic 3235 E. Michigan Avenue, Ste 100 Jackson, MI 49202	Family medicine
57 Allegiance Internal Medicine - East M 3235 E. Michigan Avenue, Ste 150 Jackson, MI 49202	Internal medicine
58 Allegiance Diagnostic Center - West 3305 Spring Arbor Rd, Ste 100 Jackson, MI 49203	Lab and imaging services
59 Allegiance Women's Health Center 3305 Spring Arbor Rd, Ste 500 Jackson, MI 49203	Clinical exams, mammograms, spa services
60 Allegiance Family Medicine - Cascades 3333 Spring Arbor Rd, Ste 100 Jackson, MI 49203	Family medicine (pending, not currently open)

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
61 Allegiance Family Medicine - Townsend 400 Hinckley Blvd, Ste 100 Jackson, MI 49203	Family medicine
62 Allegiance Diagnostic Center - Vander 400 Hinckley Blvd, Ste 200 Jackson, MI 49203	Lab and imaging services
63 Allegiance Family Medicine - Michigan 4304 Page Ave Michigan Center, MI 49254	Family medicine (pending, not currently open)
64 Allegiance Diagnostic Center - Michig 4304 Page Ave. Michigan Center, MI 49254	Lab and imaging services
65 Allegiance Physical Rehabilitation - 4304 Page Ave., Ste 100 Michigan Center, MI 49254	Rehabilitation services
66 Allegiance Digestive Health - Ann Arb 4400 Ann Arbor Road Jackson, MI 49202	Outpatient GI procedures
67 Phlebotomy - Drs Munro, Munro 500 Lansing Ave Jackson, MI 49202	Phlebotomy office (independent physician practice)
68 Allegiance Diagnostic Center - North 505 N. Jackson St., Ste 178 Jackson, MI 49201	Lab and imaging services
69 Allegiance Home Medical Equipment 700 E. Michigan Ave. Jackson, MI 49201	Retail sales of durable medical equipment
70 Allegiance Wound Care and Hyperbaric 704 E. Michigan Ave. Jackson, MI 49201	Oxygen treatment center

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
71 Phlebotomy - Dr Lynd 724 W. Franklin Jackson, MI 49203	Phlebotomy office (independent physician practice)
72 Allegiance General Surgery 744 W. Michigan Ave., Ste 200 Jackson, MI 49201	Physician specialty practice
73 Allegiance Gastroenterology 744 W. Michigan Ave., Ste 201 Jackson, MI 49201	Physician specialty practice
74 Riverside Pediatrics 760 W. Franklin Jackson, MI 49203	Pediatric medicine (acquired 1/1/16)
75 Allegiance Endocrinology 813 W. Michigan Ave. Jackson, MI 49202	Physician specialty practice
76 Allegiance Wound Care Center 813 W. Michigan Ave. Jackson, MI 49202	Treatment and therapy
77 Allegiance Diabetes Education Center 817 W. High Street Jackson, MI 49203	Diabetes education services
78 Allegiance Diagnostic Center - East 900 E. Michigan Ave, Ste 102 Jackson, MI 49201	Laboratory services
79 Allegiance Diagnostic Center - Grass 12369 E. Michigan Ave Grass Lake, MI 49240	Lab and imaging services
80 Allegiance Family Medicine - Grass La 12369 E. Michigan Ave Grass Lake, MI 49240	Family medicine

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**Part V Facility Information** (continued)**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**

(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 91

Name and address	Type of Facility (describe)
81 Allegiance Family Medicine - Leslie 130 N. Sherman St. Leslie, MI 49251	Family medicine
82 Allegiance Family Medicine - Mason 810 Hogsback Rd., Ste A Mason, MI 48854	Family medicine
83 Allegiance Health Diagnostic Center - 810 Hogsback Rd., Ste B Mason, MI 48854	Lab and imaging services
84 Allegiance Physical Rehabilitation - 810 Hogsback Rd., Ste B Mason, MI 48854	Rehabilitation services
85 Allegiance Diagnostic Center - Brookl 153 Wamplers Lake Rd Brooklyn, MI 49230	Laboratory services (Jan 2016 adding imaging services)
86 Hillsdale Specialty Clinic 30 S Howell St Hillsdale, MI 49242	Specialty practice timeshare - Vascular and Neurosurgery
87 Hillsdale Hand Clinic 61 W. Carleton Hillsdale, MI 49242	Rebalitation services
88 Allegiance Family Medicine - Onsted 8958 M-50 Onsted, MI 49265	Family medicine
89 Oaklawn Specialty Clinic 215 E. Mansion St., Ste 1-D Marshall, MI 49068	Specialty practice timeshare - Thoracic
90 Allegiance Family Medicine - Albion 27931 C. Drive North Albion, MI 49224	Family medicine

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**Part VI Supplemental Information**

Provide the following information

- 1 **Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7, Part II and Part III, lines 2, 3, 4, 8 and 9b
- 2 **Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B
- 3 **Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy
- 4 **Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves
- 5 **Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.)
- 6 **Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served
- 7 **State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report

Part I, Line 6a:

The Hospital prepares an annual community benefit report, which can be accessed at [allegiancehealth.org/givingback](http://allegiancehealth.org/givingback).

Part I, Line 7:

The Hospital used a cost-to-charge ratio to calculate the cost of charity care and Medicaid shortfall.

Community Health Improvement Services, Health Professions Education, Research and Contributions are actual amounts.

Part I, Ln 7 Col(f):

THE BAD DEBT EXPENSE INCLUDED ON FORM 990, PART IX, LINE 25(A), BUT SUBTRACTED FOR PURPOSES OF CALCULATING THE PERCENTAGE IN THIS COLUMN IS \$26,715,874

Part II, Community Building Activities:

The Hospital is involved in numerous community building activities. We

**Part VI** Supplemental Information (Continuation)

believe these activities, such as supporting affordable housing, working in partnership with the local community college to develop skilled nurses and supporting economic development programs directly improve the general health and wellness of the community. Also, staff at every level of the organization are encouraged to serve community groups that promote education, health and economic advocacy for the less fortunate.

Part III, Line 2:

The organization's bad debt expense is stated in patient gross charges.

Part III, Line 4:

Accounts receivable are reduced by an allowance for uncollectible accounts. In evaluating the collectability of accounts receivable, the Hospital analyzes its historical experience and identifies trends for each of its major payor sources to estimate the appropriate allowance for uncollectible accounts and the provision for bad debts. Management regularly reviews data about these major payor sources in evaluating the sufficiency of the allowance for uncollectible accounts. For receivables associated with services provided to patients who have third-party health care coverage, the Hospital analyzes contractually due amounts and provides an allowance for uncollectible accounts and provision for bad debts. For receivables associated with self-pay accounts (which includes both patients without insurance and patients with deductible and copayment balances due for which third-party coverage exists for part of the bill), the Hospital records a significant provision for bad debts in the period of service on the basis of its past experience, which indicates that many patients are unable or unwilling to pay the portion of their bill for which they are financially responsible. The difference between the

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

standard rates and the amounts actually collected after all reasonable collection efforts have been exhausted is charged off against the allowance for uncollectible accounts.

The amount of bad debt reported for the twelve months ended December 31, 2017 financial statements was \$26,715,874.

**Part III, Line 8:**

The Organization believes the entire Medicare shortfall reported on Line 7 should be treated as Community Benefit. Henry Ford Allegiance Health is nationally recognized by Healthgrades as being in the top five percent nationally for patient safety (seven years in a row). Henry Ford Allegiance Health also benchmarks favorably on overall cost per case and is deemed to be an efficient provider.

The Organization is subsidizing a government program and sustaining significant losses in providing health care to Medicare recipients. By continuing to treat patients eligible for Medicare, hospitals alleviate the federal government's burden for directly providing medical services.

**Part III, Line 9b:**

The Hospital does not collect from patients known to qualify for charity care or other financial assistance. Patients having difficulty paying their bills are directed to financial counselors. These counselors review the patient's information in order to see if they qualify for assistance.

In addition, bills sent to patients include a number to call for help in providing the required financial information to qualify for charity care.

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

Part VI, Line 2:

The Health Improvement Organization (HIO) was founded on the understanding that long-term health improvement requires that we extend beyond acute medical care to affect the social and environmental determinants of health. Since its creation in 2000, the HIO has evolved to become a national best practice model for organizing population health improvement efforts in a region. The Health Improvement Organization Coordinating Council (HIO CC) is the community stakeholder collaborative, led by Henry Ford Allegiance Health, responsible for completing shared needs assessments, identifying high priority health issues, developing and coordinating implementation of collaborative action plans and monitoring progress over time. In FY16, the HIO CC completed an updated Community Health Assessment report and 2016-2017 Community Action Plan. The Community Health Assessment was posted on the Henry Ford Allegiance Health and HIO websites and adopted by the Henry Ford Allegiance Board of Trustees and HIO Coordinating Council in June 2016.

This plan reflects significant work of many dedicated organizations and individuals:

Over 1200 Jackson County residents responded to our third Community Health Assessment phone survey or participated in focus group discussions to provide insight about local health status, attitudes, beliefs, behaviors and opportunities.

More than 30 HIO Coordinating Council representatives from local government, public health, health care, school districts, mental health,

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

employers and other human service sectors spent months reviewing local data, best practice research and community input to revise our Goals and Objectives for 2016-2017.

Three existing community initiatives were voted into the Health Improvement Organization, resulting in seven Health Action Teams leading change around priority health issues.

Over 20 organizations and individuals stepped up to lead Health Action Teams and champion specific strategies.

Our Community Health Assessment gives Jackson a powerful tool to measure health indicators within geographic and demographic subpopulations and to track changes over time. Based on the most recent data, the HIO continues to prioritize obesity, smoking and behavioral health as targets for improvement. Action Teams organized around goals in each of these areas are pursuing evidence-based community strategies such as increasing access to healthy food, enhanced mental health screening, and anti-tobacco policies.

In addition to topic-specific teams around improving nutrition, physical activity, smoke-free lifestyles, behavioral health, teen pregnancy prevention, maternal and child health, and substance abuse prevention, the HIO is active in two cross-network initiatives. The Collaborative Council is a stakeholder group comprised of individuals from health, education, and financial stability. The Collaborative Council exists to coordinate the work of all strands and agencies to maximize efficiency across the community. The Community Engagement Committee is a partnership of the HIO

Schedule H (Form 990)



**Part VI** Supplemental Information (Continuation)

and Cradle to Career, Jackson's education network. Leaders from both initiatives recognized parallel goals to engage populations served and made the decision to combine efforts in order to maximize resources.

The Community Action Plan (CAP) report approved by the Board of Trustees during FY 2016 clearly communicates Henry Ford Allegiance Health's role and responsibilities relative to implementation of action plans.

## Part VI, Line 3:

Uninsured inpatients and observation patients are referred to a financial counselor (contracted agent/partner) for assistance with Medicaid, SSI, and Henry Ford Allegiance Health program applications. Many outpatients needing or having received hospital services are also referred to the agent/partner for assistance. ER patients are provided with a packet of information at discharge from the department. This packet includes information about how assistance may be obtained through the local Medicaid office and about how to apply for our income structured payment plan and uncompensated care programs. When patients are billed for balances they owe, we solicit them to call the Business Office with any questions or for assistance. Additionally, a series of letters are sent to patients to apprise them of payment and assistance options. Allegiance has a printed brochure that is available through Registration that includes information regarding Medicaid application assistance and our internal programs. The Henry Ford Allegiance Health website includes a series of web pages related to transparency, quality, pricing, and our financial policies, procedures, and programs. Uninsured patients needing mental health services are screened for eligibility through our partnership with the Jackson Community Mental Health Agency, which funds

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

care for indigent, dual diagnosis, and Medicaid patients. Patients seeking substance abuse care are linked with the Mid-South Substance Abuse Commission. Registration and Business Office team members receive direct training on our programs and scripting for ensuring information is provided to the patients and families with whom our staff interact. Education is provided to organizational leaders to ensure that team members outside of Finance are aware of our programs and where to direct patients and families who may need or who are seeking assistance.

## Part VI, Line 4:

Henry Ford Allegiance Health's market is determined geographically by the boundaries of Jackson County. The hospital is a tax exempt Health System that serves the collective health needs of the more than 160,000 residents of Jackson County. The gender distribution of Jackson County residents is 49% female and 51% male. The age distribution of Jackson County is 26% of residents 19 years and under, 18% between 20 and 34 years, 29% between 35 and 54 years, 13% between 55 and 64 years, and 14% of residents are 65 years and older. Racial distribution of Jackson County residents according to the 2011 Census Data is 88.0% as white, 7.9% as African American, 0.7% as Asian, 0.4% as American Indian or Alaska Native, and 3.0% as some other race or two or more races. Of males aged 15 years and over, 33.0% have never married, 50.4% are married, 1.5% are separated, 2.9% are widowed, and 12.3% are divorced. Of females aged 15 and over, 25.0% have never married, 50.4% are married, 1.7% are separated, 9.8% are widowed, and 13.2% are divorced. According to the Bureau of Labor Statistics (2013), Jackson County also experiences a high unemployment rate of 8.8%. With 69,400 individuals in the civilian labor force, 6,100 residents are currently unemployed. Of those employed, major industries represented

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

include educational services, health care, and social assistance (23.9%); manufacturing (18.7%); retail trade (12.1%); professional, scientific, management, administrative, and waste management services (7.7%); and arts, entertainment, recreation, accommodation, and food services (7.5%). Approximately 51% of Allegiance Hospital patients were covered by Medicare, while 27% were on Medicaid and 1% were uninsured. During the 2016 fiscal year, Henry Ford Allegiance Health had 8,952 Medicare discharges and 4,655 Medicaid discharges from inpatient services. Physician practice visits totaled 293,053 during FY 2017, with 157,602 primary care visits and 135,451 visits to specialists. Henry Ford Allegiance Health also provides financial and leadership support of primary care services for the underserved, regardless of their ability to pay, through the Center for Family Health (CFH), a federally qualified health center. In fiscal year 2017, CFH saw approximately 27,000 patients.

## Part VI, Line 5:

The mission of Henry Ford Allegiance Health is to lead our community to better health and well-being at every stage of life.

Soon to celebrate a century of providing care to our community, Henry Ford Allegiance Health's success in creating an environment for safe, clinically sound, patient-centered care has earned many accolades from across the health care industry. While these awards recognize our commitment to providing exceptional patient care, they also challenge us toward continuous improvement across the continuum.

CMS Four-Star Rating - Henry Ford Allegiance Health has received a four-star rating from the Centers for Medicare & Medicaid Services (CMS),

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

largely reflecting our significant commitment to quality and safety.

Another "A" for Patient Safety from The Leapfrog Group - The Leapfrog Group, a national patient safety watchdog, ranked Henry Ford Allegiance Health among the 844 hospitals to receive an "A," ranking it among the safest hospitals in the United States. Overall, Henry Ford Allegiance Health has received an A with every ranking-a total of ten times--since the Hospital Safety Grade was first initiated in Spring of 2012. Henry Ford Allegiance Health is one of only three hospitals in Michigan to accomplish this, and among the 72 graded hospitals that have achieved this longstanding recognition nationwide.

We Honor Veterans - Henry Ford Allegiance Health is proud to have been designated a Level 3 Hospice Partner of the We Honor Veterans program, a collaboration with the National Hospice Palliative Care Organization and the Veterans Administration.

Looking Toward our Community's Future:

In late 2016, construction began on a new three-story, 59,000 square-foot patient tower with 66 private rooms.

Forty-four new physicians and Advanced Practice Providers were added to increase access to primary care, specialty care and new services, which include dermatology, cosmetic and reconstructive plastic surgery, and obstetrics/gynecology.

Ground was broken for a two-story Center for Health Innovation &

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

Education-a regional training center for health care professionals that will include leading-edge technology, such as a simulation lab designed to look and feel like real inpatient and outpatient settings.

Initiatives are underway to provide our community with care that is secure, comprehensive and accessible to all who need us. The implementation of Epic-a new electronic health record that will allow a seamless care experience by providing one patient record, available at all times and all places to patients and their caregivers. The system's MyChart patient portal provides a simple, secure and convenient way for patients to manage their health care online as well as connect with their physicians.

Jackson Health Network is collaborating with Henry Ford Physician Network (comprised of more than 1,800 physicians throughout southeast Michigan) on ways to improve patient care system-wide.

Clinicians and administrators are working to identify opportunities to bring new services to the Jackson area, including those related to oncology, rheumatology, urology, cardiovascular health and the neurosciences, including neurosurgery.

#### Promoting Continuous Health Improvement in Our Community

The Health Improvement Organization (HIO) was created by our health system in 2001 to promote a culture of continuous health improvement in our community and integrate wellness and prevention throughout our services. The Henry Ford Allegiance Department of Prevention and Community Health provides staff and infrastructure to facilitate the coordination of local

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

health improvement activities.

Part VI, Line 6:

The Hospital's sole corporate member is Henry Ford Allegiance Health Group, a 501(c)(3) organization. Other affiliates include: Henry Ford Allegiance Health Foundation; Henry Ford Allegiance Hospice; Henry Ford Allegiance CareLink, a Long Term Acute Care Hospital (LTACH); Volunteers of Henry Ford Allegiance Health. These are all 501(c)(3) non-profit organizations working together to improve healthcare in and around Jackson, MI. Additionally, the Hospital recently formed Jackson Health Network (JHN), a clinically integrated network.

The Foundation and the Volunteer organization work closely with Henry Ford Allegiance Health Group and the hospital to raise funds for projects and services that benefit the overall well-being of the community. Previous campaigns successfully raised funds to expand and improve our Graduate Medical Education program, cancer care service line and provided free medical care to indigent patients.

Jackson Health Network works to improve patient clinical outcomes thru coordinated care and lowering overall health care costs.

**SCHEDULE I**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

► Attach to Form 990.

► Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No 1545-0047

**2017**

Open to Public  
Inspection

Name of the organization

**W.A Foote Memorial Hospital**

Employer identification number  
**38-2027689**

**Part I General Information on Grants and Assistance**

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
Center for Family Health 505 N. Jackson St. Jackson, MI 49201	38-3251354	501(c)(3)	200,000.	0.	N/A		The Center for Family Health grant provides operational support for medically underserved
Jackson Symphony Orchestra 215 W. Michigan Ave Jackson, MI 49201	38-2146747	501(c)(3)	18,378.	0.	N/A		Contribution to Endowment fund in support of Symphony Operations.
Anchor Initiative 141 S. Jackson St. Jackson, MI 49201	47-2475316	501(c)(3)	50,000.	0.	N/A		Annual Contribution to community growth org.
Family Services and Childrens Aid 330 W. Michigan Ave. Jackson, MI 49201	38-6088382	501(c)(3)	45,000.	0.	N/A		Support Of Jackson County guardianship program.
Region II Area Agency on Aging 102 N. Main St. Brooklyn, MI 49230	38-2056030	501(c)(3)	5,000.	0.	N/A		Support of educational programs
United Way of Jackson County 536 N. Jackson St. Jackson, MI 49201	38-1368341	501(c)(3)	5,000.	0.	N/A		Support of 2-1-1 assistance program

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

See Part IV for Column (h) descriptions

Schedule I (Form 990) (2017)

**Part III** Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance

**Part IV** Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information**Part I, Line 2:**

Awards are granted based on an application and review process. The

Organization sends out an award letter to all grantee recipients. The letter outlines what the funding may be used for and requests a final report detailing the year's activities.

**Part II, line 1, Column (h):**

Name of Organization or Government: Center for Family Health

(h) Purpose of Grant or Assistance: The Center for Family Health grant



**Part IV** Supplemental Information

provides operational support for medically underserved populations.

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No 1545-0047

**2017**

Open to Public  
Inspection

Name of the organization

**W.A Foote Memorial Hospital**

Employer identification number

**38-2027689**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |   |
|--|---|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use          |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence          |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input checked="" type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as, maid, chauffeur, chef)       |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

**3** Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input checked="" type="checkbox"/> Written employment contract                     |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations                | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III.

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b	X	
2	X	
4a		X
4b	X	
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2017

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Georgia Fojtasek President & CEO	(i) 322,402. (ii) 309,931.	202,217. 0.	239,182. 67,545.	53,956. 25,377.	13,188. 1,569.	830,945. 404,422.	53,332. 0.
(2) Robert Riney Trustee	(i) 982,506. (ii) 0.	915,876. 0.	236,767. 0.	26,001. 0.	22,909. 0.	2,184,059. 0.	0. 0.
(3) Adnan R. Munkarah, M.D. Physician Trustee	(i) 681,351. (ii) 458,052.	195,272. 411,480.	23,271. 153,128.	23,301. 69,847.	25,910. 30,709.	949,105. 1,123,216.	0. 0.
(4) Mohan G. Kulkarni, M.D. Physician Trustee	(i) 215,333. (ii) 0.	63,571. 0.	66,092. 0.	28,838. 0.	11,605. 0.	385,439. 0.	48,828. 0.
(5) Kevin P. Leonard VP Finance/ CPO	(i) 245,463. (ii) 0.	54,000. 0.	40,454. 0.	44,328. 0.	23,494. 0.	407,739. 0.	12,888. 0.
(6) Kenneth Empey General Counsel	(i) 282,850. (ii) 0.	90,000. 0.	31,762. 0.	34,742. 0.	30,820. 0.	470,174. 0.	0. 0.
(7) Ondrea L. Bates SVP Patient Care	(i) 371,760. (ii) 0.	128,000. 0.	82,283. 0.	47,665. 0.	24,289. 0.	653,997. 0.	19,164. 0.
(8) Ray King, M.D. Chief Medical Officer Thru August 20	(i) 697,963. (ii) 0.	400,536. 0.	90,870. 0.	84,605. 0.	34,354. 0.	1,308,328. 0.	0. 0.
(9) Vishal Gupta, M.D. Physician	(i) 570,000. (ii) 0.	260,420. 0.	461,063. 0.	72,452. 0.	1,590. 0.	1,365,525. 0.	393,903. 0.
(10) Ryan A Beekman Physician	(i) 234,232. (ii) 0.	795,773. 0.	170,034. 0.	14,850. 0.	21,227. 0.	1,236,116. 0.	48,522. 0.
(11) Harish C. Rawal, M.D. Physician	(i) 722,041. (ii) 0.	484,217. 0.	249,293. 0.	91,879. 0.	28,949. 0.	1,576,379. 0.	0. 0.
(12) Amritraj G. Loganathan, M.D. Physician	(i) 933,617. (ii) 0.	59,321. 0.	219,530. 0.	74,652. 0.	20,525. 0.	1,307,645. 0.	0. 0.
(13) Frank LaMarca Physician	(i) 112,680. (ii) 0.	0. 0.	0. 0.	735. 0.	0. 0.	113,415. 0.	0. 0.
(14) Karen Chaprka Former SVP & COO	(i) 0. (ii) 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.
(i) 0. (ii) 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.
(i) 0. (ii) 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.
(i) 0. (ii) 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.	0. 0.

Schedule J (Form 990) 2017

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

**Part I, Line 1a:**

Henry Ford Allegiance Health provides a country club membership to three executives. The executives reimburse the hospital for any personal use of the club. These benefits did not result in taxable compensation during FY 16.

**Part I, Line 3:**

The CEO is accountable for ensuring that Allegiance Health's mission is efficiently carried out with the highest levels of quality, safety and service, while at the same time ensuring that the organization is financially healthy.

Executive compensation is reviewed annually by the Executive Compensation Committee of the Board of Trustees. This committee works with an independent compensation consultant to ensure that Henry Ford Allegiance Health compensation practices are consistent with industry standards and that compensation levels are fair compared to similar healthcare organizations nationally.

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

The compensation consultant benchmarks Henry Ford Allegiance Health's positions against data from multiple published surveys of health care executive compensation in the national health care labor market. Based upon the consultants recommendations, the Executive Compensation Committee makes a recommendation to the Board of Trustees for approval of the executive compensation program. Only independent Trustees vote on this recommendation.

**Part I, Line 4b:**

4b. Certain members of the Organization's senior leadership team participate in supplemental retirement programs that result in reportable taxable income as the benefits accrue, and/or as paid. It is an element of some plan designs to absorb the advance tax impact of these plans for the participants. In such cases the related amounts are reported as taxable income to the individual and included in the determination of reasonable compensation. The following provides the required listing of the participating individuals:

Sec 457(f) - Supplemental Executive Retirement Plan (SERP) - W.A. FOOTE

Schedule J (Form 990) 2017

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

**MEMORIAL HOSPITAL**

Participant	Accrual	Distribution	Non-Vested	Reportable W-2
Georgia Fojtasek	-	65,573	-	65,573
Ray King	-	20,568	-	20,568
Ondrea Bates	-	7,942	-	7,942
Kenneth Empey	-	5,632	-	5,632
Kevin Leonard	-	1,834	-	1,834

**Sec 457(f)-Non-Qualified Deferred Compensation Retirement Plan - W.A. FOOTE****MEMORIAL HOSPITAL**

Reportable			
Accrual	Distribution	Non-Vested	W-2 Amounts
Georgia Fojtasek	53,332	-	53,332
Ray King	19,164	-	19,164
Vishal Gupta	-	-	-
Ryan Beekman	393,903	-	393,903
Mohan Kulkarni	-	-	-
Ondrea Bates	-	-	-
Mark Smith M.D.	6,267	-	-

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Ken Empey	13,411	12,888	-	12,888
Kevin Leonard	11,433	48,828	-	48,828
Amritra J Longanathan	87,379	-	-	-
Frank LaMarca	74,652	-	-	-
Harish Rawal	14,850	48,522	-	48,522

**Sec 457(f) - Supplemental Executive Retirement Plan (SERP) - HENRY FORD****HEALTH SYSTEM**

Participant	Accrual	Distribution	Non-Vested	Reportable W-2
Robert G. Riney	213,432	-	-	213,432

**Sec 457(b)-Non-Qualified Deferred Compensation Retirement Plan - HENRY****FORD HEALTH SYSTEM**

Employee	Employer	Medicare	Reportable
2017 Contr.	2017 Contr.	Tax gross-Up	W-2 Amounts
Robert G. Riney	-	18,000	433
			18,433
Adnan R. Munkarah	2,654	15,346	369
			18,369

**Part I, Line 7:**

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Column B(ii) of Part II, Schedule J includes non-fixed payments to certain physicians based on their productivity and other performance metrics.



**(Form 990 or 990-EZ)**

## Transactions With Interested Persons

OMB No 1545-0047

# 2017

**Open To Public  
Inspection**

Department of the Treasury  
Internal Revenue Service

► Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.

▶ Attach to Form 990 or Form 990-EZ.

► Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Name of the organization

W.A Foote Memorial Hospital

Employer identification number

38-2027689

<b>Part I</b>	<b>Excess Benefit Transactions</b> (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only)
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Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

[illegible]

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958

► \$ \_\_\_\_\_

**3** Enter the amount of tax, if any, on line 2, above, reimbursed by the organization

► \$

<b>Part II</b>	<b>Loans to and/or From Interested Persons.</b>
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Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No
Patrick Nally	Son of J	Employee		X	115,000.	115,000.		X	X		X	
Total					▶ \$	115,000.						

**Total**

► \$ 115,000.

<b>Part III</b>	<b>Grants or Assistance Benefiting Interested Persons.</b>
-----------------	--

Complete if the organization answered "Yes" on Form 990, Part IV, line 27

[illegible]

**LHA** For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule L (Form 990 or 990-EZ) 2017

See Part V for Continuations

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?**a** Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity**b** Gift, grant, or capital contribution to related organization(s)**c** Gift, grant, or capital contribution from related organization(s)**d** Loans or loan guarantees to or for related organization(s)**e** Loans or loan guarantees by related organization(s)**f** Dividends from related organization(s)**g** Sale of assets to related organization(s)**h** Purchase of assets from related organization(s)**i** Exchange of assets with related organization(s)**j** Lease of facilities, equipment, or other assets to related organization(s)**k** Lease of facilities, equipment, or other assets from related organization(s)**l** Performance of services or membership or fundraising solicitations for related organization(s)**m** Performance of services or membership or fundraising solicitations by related organization(s)**n** Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)**o** Sharing of paid employees with related organization(s)**p** Reimbursement paid to related organization(s) for expenses**q** Reimbursement paid by related organization(s) for expenses**r** Other transfer of cash or property to related organization(s)**s** Other transfer of cash or property from related organization(s)**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) Henry Ford Allegiance Health Group Hospice of Jackson dba Henry Ford	R	574,774.FMV	
(2) Allegiance Hospice Hospice of Jackson dba Henry Ford	J	85,901.Cost	
(3) Allegiance Hospice Hospice of Jackson dba Henry Ford	L	196,962.Cost	
(4) Allegiance Hospice Hospice of Jackson dba Henry Ford	Q	653,267.FMV	
(5) Cascades Insurance Company, LTD	M	640,550.FMV	
(6) Cascades Insurance Company. LTD	Q	1,971,818.FMV	

**Part IV Business Transactions Involving Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
Amy Schultz	Family Member/Board	268,368.	Employee Wa		X
Patrick Nally	Family Member/Offic	130,906.	Employee Wa		X

**Part V Supplemental Information**

Provide additional information for responses to questions on Schedule L (see instructions)

**Schedule L, Part II, Loans To and From Interested Persons:**

(a) Name of Person: Patrick Nally

(b) Relationship with Organization: Son of John Nally, Chairman of Allegiance Health

(c) Purpose of Loan: Employee Recruitment Loan

(d) Loan to or from organization? = From

(e) Original Principal Amount \$ 115,000. (f) Balance Due \$ 115,000.

(g) Loan in Default? = No

(h) Approved by Board or Committee? = Yes

(i) Written Agreement? = Yes

**Sch L, Part IV, Business Transactions Involving Interested Persons:**

(a) Name of Person: Amy Schultz

(b) Relationship Between Interested Person and Organization:  
Family Member/Board Member

(c) Amount of Transaction \$ 268,368.

(d) Description of Transaction: Employee Wages

(e) Sharing of Organization Revenues? = No

(a) Name of Person: Patrick Nally

**Part V** Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule L (see instructions)

(b) Relationship Between Interested Person and Organization:

Family Member/Officer

(c) Amount of Transaction \$ 130,906.

(d) Description of Transaction: Employee Wages

(e) Sharing of Organization Revenues? = No

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

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Form 990, Part III, Line 1, Description of Organization Mission:

Our Mission

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

Our Values

Competence: expertise in carrying out responsibilities and inspiring  
others to have confidence in you.

Integrity: behavior that is honest, fair, trustworthy and sincere,  
strength of character and respect for others.

Teamwork: working together in an environment of mutual respect.

Diversity: respect for individual beliefs, uniqueness, and differences.

Quality: committment to excellence in care.

Compassion: acknowledging the feelings of others with empathy, support,  
encouragement, and sensitivity. Listening and responding to individual  
needs in a patient and caring manner.

Customer Service: taking pride in providing service beyond

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2017)

732211 09-07-17

Name of the organization

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Employer identification number

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expectations.

Healing Environment: providing an environment that promotes an atmosphere of trust, comfort, healing and security

Form 990, Part III, Line 4a, Program Service Accomplishments:

The Hospital devotes substantial efforts and resources to providing health services to people in its communities. The Hospital is engaged in the following activities to ensure that our mission is accomplished:

Unreimbursed Services Provided to the Underserved:

The Hospital provides a substantial portion of its services to the underserved (elderly and low income residents). During 2017, approximately 51% of the value of services rendered were to elderly patients under the Medicare program, and approximately 18% of the services were provided to patients who were deemed indigent under state, county, or Medicaid Center guidelines.

In the spirit of our mission and values, the Hospital has taken proactive steps to address those issues that will affect accessibility, the financing, and the delivery of healthcare services to all persons. In 2017 the hospital recorded a provision for bad debts of \$27.1 million. Consistent with Schedule H reporting, charity care at cost for fiscal year 2017 was \$4.0 million.

Patient Services:

The Hospital serves seven counties with a medical staff of more than 400 physicians. A complete listing of services is available at

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AllegianceHealth.org.

The Hospital provides unprofitable health services on behalf of the community including inpatient and outpatient behavioral health and substance abuse services, obstetrics, emergency and trauma services, general medicine, family/general practice, senior services, cardiac and pulmonary rehabilitation, palliative care, wound care, pain clinic and diabetes clinic.

## Community Benefit Activities:

The Hospital is engaged in community programs and services that address identified community health needs regardless of source or availability of payment and provide measurable improvement in health access, health status, and the use of health care resources. These programs address one of the six criteria:

Supports the Hospital's community-based mission

Targets the problems of the poor or medically underserved

Impacts the health status of the identified community

Reduces community health costs

Is accessible to the entire target community regardless of ability to pay

Stimulates external community partnerships

## Health Improvement Organization:

The Health Improvement Organization (HIO) was created by Henry Ford Allegiance Health (HFAH) in 2001 to promote a culture of continuous health improvement in our community and integrate wellness and

Name of the organization

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prevention throughout our services. The HFAH Department of Prevention and Community Health provides staff and infrastructure to facilitate the coordination of local health improvement activities. The HIO Coordinating Council (HIO CC) is a multi-disciplinary stakeholders group led by HFAH with representation from local government, public health, health care, health and human service agencies, nonprofits, school districts, health plans, mental health, employers and the faith community. The HIO CC coordinates efforts across community leaders in health to create unprecedented alignment of goals and resources, as well as a strong community platform for advocacy. The work of the HIO CC has culminated in the completion of a Community Action Plan including goals, objectives and strategies to address physical activity, nutrition, tobacco use, and depression in Jackson County. The Plan is based on assessment and data-driven processes, as well as input from over 30 representatives from local health and human service agencies, and over 100 community stakeholders. The overarching tactics that the Community Action Plan relies upon include evidence-based activities to:

Enhance media attention and public recognition of healthy lifestyle practices;

Improve access to healthy foods and safe, attractive, affordable places for activity through supportive policies and physical environment changes;

Provide social support and services that promote consistent screening, referral and supportive relationships for physical activity, nutrition, mental health and smoking behavior change.



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The HIO builds upon existing community strengths and infrastructure to support implementation of health initiatives that have been prioritized as part of a community wide plan with significant community engagement and an established infrastructure to support longevity. In addition to operational support for the HIO CC, the HFAH Department of Prevention and Community Health provides subject matter expertise on wellness and prevention at the Board, Service Line and community level, and direct service delivery (including employer-based health management, tobacco treatment services, weight management, faith community nursing, etc.) to a broad base of community members to support the health improvement priorities identified by the HIO. The Department of Prevention and Community Health has an annual budget of around \$1 million. Since 2001, the Hospital has committed over \$24.4 million of funding to this program.

Other Community Benefit Activities:

Through Community Education and Outreach, the Hospital provided educational sessions and clinics that reached 52,566 individuals at a cost of \$260,647 in 2017. The sessions/clinics included education on asthma, AIDS/HIV, diabetes, family planning, fitness/exercise, overall health, cardiovascular health, nutrition and weight management, pulmonary, smoking cessation and womens health. These educational offerings were located at the Hospital, community fairs, parishes, schools, work sites and by phone.

Free Medical Screenings for high blood pressure, diabetes, mental health/depression, vascular disease and womens health served 438

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community members at a cost of \$10,292 in 2017.

The Hospital funded a 24-hour nurse call center to provide health information to community members. The cost of the center in 2017 was \$197,483

Free and discounted prescription drug and medical supplies were provided to community members at a cost of \$26,610 during 2017.

HFAH clinics provided reduced fee medical services serving 172,156 patients at a cost of \$407,700 in fiscal year 2016.

Through Meals on Wheels and other food programs, the Hospital donated \$10,538 in food.

Patient transportation assistance was provided in 2017, including wheelchair van, ambulance, transport to and from cancer centers and cab service at a cost of \$120,368.

#### Partnerships:

The Hospital played a leadership role in the establishment of the Center for Family Health, a Federally Qualified Health Center, providing \$200,000 in fiscal year 2017 support for the uninsured.

Hospital executive staff sit on a number of governance boards of non-profit organizations in our community, such as Center for Family Health, Jackson Community Foundation, Fitness Council of Jackson, Health Improvement Organization, Henry Ford Allegiance Hospice, Henry

Name of the organization

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Ford Allegiance Health Foundation, Henry Ford Allegiance CareLink, Healthlink, Jackson Community Ambulance, Huron Valley Ambulance, Jackson Community Medical Records, Jackson Health Network, Michigan Health Information Network, United Way of Jackson, and Junior Achievement of Michigan Edge.

The Hospital is also represented on public and private organizations including The Enterprise Group of Jackson, Inc. (promotes economic development), Jackson Citizens for Economic Growth, South Central Michigan Works, and Jackson Area Manufacturers Association.

The Hospital donates office space to a area non-profit organization, the Enterprise Group of Jackson, Inc.

Form 990, Part VI, Section A, line 6:

The Corporation is organized on a membership basis. The sole corporate member of the Corporation is Henry Ford Allegiance Health Group (formerly Allegiance Health Services).

Form 990, Part VI, Section A, line 7a:

The sole Member of the organization may elect and remove, with or without cause, the Corporation's Trustees.

Form 990, Part VI, Section A, line 7b:

The following powers are reserved for the sole corporate Member of the hospital.

Approve any change in the Articles of Incorporation, purposes or philosophy

Name of the organization

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of the Corporation;

Approve changes in those provisions of the Corporation's Bylaws which affect the size, composition, and method of selection of the Board of Trustees, or which affect this Article;

Approve plans of merger, consolidation or dissolution of the Corporation;

Elect and remove, with or without cause, the Corporation's Trustees, upon a simple majority vote of the Directors then serving on the Board of the Member present at a meeting at which a quorum is present;

Approve guarantees by the Corporation of the debt of others in excess of maximum limits established by the Member, upon a simple majority vote of the Directors then serving on the Board of the Member present at a meeting at which a quorum is present;

Authorize the sale, lease, mortgage or other disposition of all or substantially all of the assets owned, held or leased by or to the Corporation, approve any decision by the Corporation which would have the net effect of diminution of governance control of the Member, and any decision by the Corporation which would have the net effect of diminution in the Corporation's governance control over it's own subsidiary;

Ratify or reject operating and capital budgets developed by the Board and any non-budgetary expenditures or creations of debt in excess of an amount designated by the Member from time to time, upon a simple majority vote of the Directors then serving on the Board of the Member present at a meeting

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at which a quorum is present; and

Authorize the formation or acquisition of new subsidiaries of the Corporation or the sale or other disposition of existing subsidiaries.

Form 990, Part VI, Section B, line 11b:

The organization is an affiliate of Henry Ford Health System (HFHS) and the tax department of HFHS prepares the organization's Form 990. As part of the preparation and review process prior to filing the return, the following review process is conducted:

- Reviewed by the Organization's Director and VP of Finance, Chief Executive Officer, General Counsel, and Compliance Officer.
- Review of the entire return with the HFHS and organization's Senior Vice President Financial Operations and Chief Financial Officer,
- Review of all compensation matters and disclosures with the Compensation Committee of the HFHS Board of directors
- Review of the return with the HFHS Audit and Compliance Committee of the Board of director, including the CEO and COO
- Final copies of the return are distributed to the Hospital's Board of Trustees before the return is filed.

Form 990, Part VI, Section B, Line 12c:

The organization is an affiliate of Henry Ford Health System (HFHS) who oversees the conflict of interest process with regard to the organization. HFHS has a standing Conflict of Interest Committee (the Committee) that is responsible for oversight of all conflict of interest matters. The HFHS Conflict of Interest Policy applies to all Directors and employees.

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Annually, Directors, employees of a management level, researchers, as well as employees associated with procurement, or in certain other predefined roles must complete an annual disclosure designed to identify activities and relationships that could potentially give rise to a conflict of interest. It is the responsibility of the Committee to review these disclosures and determine the need for any action to manage the potential conflict. The Committee annually reports the results of its activities to the Audit and Compliance Committee of the HFHS Board of Directors.

Form 990, Part VI, Section B, Line 15:

The organization is an affiliate of Henry Ford Health System (HFHS) who has responsibility to oversee the compensation practices of the organization. HFHS has a Compensation Committee of the Board of Directors consisting of all external directors. They meet periodically throughout the year. They are charged with approval of the organization's overall compensation and benefit programs as well as the specific review and approval of the compensation of certain employees including the Chief Executive Officer, all officers and key employees of the organization. They directly engage an independent compensation advisor to assist with this process. The process includes evaluation of the individual's performance, utilization of compensation studies of similarly situated positions, as well as comparisons to compensation as reported by other health care organizations. The reasonableness of compensation is evaluated based upon these and other factors. The Committee also reviews the compensation disclosures to be made on Form 990 in advance of filing.

Form 990, Part VI, Section C, Line 19:

Forms 1023, 990 and 990-T are available upon request. The conflict of

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interest policy is not available to the public.

## PART IV, LINE 12

The Organization is an element of the external audit report obtained for the consolidated operations of Henry Ford Health System.

FORM 990, PART IV, LINE 24a, TAX-EXEMPT BOND ISSUE:

THE ORGANIZATION IS AN AFFILIATE OF HENRY FORD HEALTH SYSTEM. THE ALLOCATED TAX-EXEMPT BOND LIABILITY OF THE ORGANIZATION IS REPORTED UNDER THE FORM 990, SCHEDULE K OF ITS PARENT, HENRY FORD HEALTH SYSTEM.

Form 990, Part XI, line 9, Changes in Net Assets:

Transfer from Parent/Other Adjustments	-574,774.
Curtailment Gain on Pension Freeze	8,407,720.
Change In Accounting For Pension SFAS 158	-2,900,942.
Net assets release from restriction for capital spending	735,811.
Other Changes in Net Assets	-41,093.
Total to Form 990, Part XI, Line 9	5,626,722.

Form 990, Part XI, Line 2C

Henry Ford Allegiance Health is included in the consolidated financial statements of Henry Ford Health System (the sole member of Henry Ford Allegiance Health Group). The governing body of Henry Ford Health System has delegated the oversight of its financial statements, including the choice of independent auditors, to its audit committee.

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## FORM 990, PART VII:

## Average hours per week devoted to related organizations:

Many executive employees of Henry Ford Health System and affiliates provide services to multiple affiliated entities. Henry Ford Health System and affiliates use estimates for reporting average hours per week in all sections of Form 990. Generally 60 hours are reported for the hours associated for the organization that the individual has principal responsibility for. Hours associated with other hospitals or affiliates are reported at between 1 to 5 hours per week.

## Form 5713 - International Boycott Activity:

A Form 5713, International Boycott Report, has been filed on our behalf by Henry Ford Health System (sole member of Henry Ford Allegiance Health Group). Henry Ford Allegiance Health did not itself have any activities associated with an international boycott country.



**SCHEDULE R**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**  
▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No 1545-0047

**2017**

Open to Public  
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**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
Physicians Choice Network, LLC 205 N. East Avenue Jackson, MI 49201	Provider Network	Michigan	110,515.	23,340.	Henry Ford Allegiance Health
Jackson Health Network, L3C - 45-3253643 205 N. East Avenue Jackson, MI 49201	Clinically Integrated Network	Michigan	2,949,624.	3,893,023.	Henry Ford Allegiance Health
Jackson Community Medical Records, LLC - 37-1502443, 205 N. East Avenue, Jackson, MI 49201	Electronic Medical Records	Michigan	6,148,568.	2,771,516.	Henry Ford Allegiance Health

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
Henry Ford Allegiance Health Group - 38-2756428, 205 N. East Avenue, Jackson, MI 49201	Exempt Health System	Michigan	501(c)(3)	Line 12b, II	Henry Ford Health System		X
Allegiance Health Foundation - 38-3607833 205 N. East Avenue Jackson, MI 49201	Supports Allegiance Health	Michigan	501(c)(3)	Line 12b, II	Henry Ford Allegiance Health Group		X
Hospice of Jackson dba Allegiance Hospice - 38-2336367, 205 N. East Avenue, Jackson, MI 49201	Hospice Care	Michigan	501(c)(3)	Line 7	Heathlink		X
The Hospice of Jackson Endowment Fund - 38-3422146, One Jackson Square, Jackson, MI 49201	Raise Funds for Allegiance Hospice	Michigan	501(c)(3)	Line 12b, II	Allegiance Hospice		X

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2017

**Part II** Continuation of Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization?	
						Yes	No
Healthlink - 38-2756425					Henry Ford		
205 N. East Avenue					Allegiance Health		
Jackson, MI 49201	Home Health Care	Michigan	501(c)(3)	Line 12a, I	Group	X	
Volunteers of Henry Ford Allegiance Health -					Henry Ford		
38-6082835, 205 N. East Avenue, Jackson, MI					Allegiance Health		
49201	Exempt Association	Michigan	501(c)(3)	Line 7	Group	X	
Henry Ford Allegiance Specialty Hospital -					Henry Ford		
38-1218485, 110 North Elm Avenue, Jackson,	Long Term Acute Care	Michigan	501(c)(3)	Line 3	Allegiance Health	X	
MI 49202	Hospital				Group		
Henry Ford Health System - 38-1357020							
One Ford Place	Healthcare Service						
Detroit, MI 48202	Provider	Michigan	501(c)(3)	Line 3	N/A		X
Henry Ford Wyandotte Hospital - 38-2791823							
2333 Biddle Ave.	Healthcare Service	Michigan	501(c)(3)	Line 3	Henry Ford Health	X	
Wyandotte, MI 48192	Provider				System		
Henry Ford Health System Foundation -							
23-7383042, One Ford Place, Detroit, MI	Supporting Organization	Michigan	501(c)(3)	Line 12a, I	Henry Ford Health	X	
48202					System		
Health Alliance Plan - 38-2242827							
2850 W. Grand Blvd	Health Maintenance						
Detroit, MI 48202	Organization	Michigan	501(c)(4)	N/A	Henry Ford Health	X	
HFHS Self Funded Liability - 38-6553031							
One Ford Place							
Detroit, MI 48202	Malpractice Insurance	Michigan	501(c)(4)	N/A	Henry Ford Health	X	
Henry Ford Continuing Care - 38-2433285							
One Ford Place	Nursing Homes	Michigan	501(c)(3)	Line 10	Henry Ford Health	X	
Detroit, MI 48202					System		
HFII Corporation - 90-0840304							
One Ford Place	Scientific Research	Michigan	501(c)(3)	Line 7	Henry Ford Health	X	
Detroit, MI 48202					System		
Henry Ford Health System Government Affairs							
Services - 46-4064067, One Ford Place,	Advocacy Services for HFHS						
Detroit, MI 48202	and affiliates	Maine	501(c)(4)	N/A	Henry Ford Health	X	
Henry Ford Macomb Hospital Corporation -							
38-2947657, One Ford Place, Detroit, MI	Healthcare Service						
48202	Provider	Delaware	501(c)(3)	Line 3	Henry Ford Health	X	

**Part III** Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?	(k) Percentage ownership
							Yes	No			
Footo Health Center											
Associates - 38-3017711, 1100	Lessor of		Henry Ford								
E. Michigan Avenue, Jackson,	Medical		Allegiance								
MI 49201	Condominiums	MI	Health	Related	115,951.	1,014,017.	X		N/A	X	62.00%
Northwest Detroit Dialysis -											
38-3232668, 30100 Telegraph,	Operate		Henry Ford								
Bingham Farms, MI 48025	Dialysis Clinic	MI	Health System	Related	0.	0.	X		N/A	X	.00%
Macomb Regional Dialysis											
Centers - 26-0423581, 16151											
Nineteen Mile Rd, Clinton	Operate		Henry Ford								
Township, MI 48038	Dialysis Clinic	MI	Health System	related	0.	0.	X		N/A	X	.00%

**Part IV** Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
Viking Health System, Inc. - 38-2756161	Idle Healthcare		Henry Ford						
205 N. East Avenue	Administration		Allegiance						
Jackson, MI 49201	Corporation	MI	Health	C CORP	0.	0.	100%	X	
Cascades Insurance Company LTD - 98-1132982									
205 N. East Avenue	Hospital Malpractice	Cayman	Henry Ford						
Jackson, MI 49201	Insurance Captive	Islands	Allegiance	C CORP	0.	0.	100%	X	
Sha Realy, Inc. - 38-1378121									
One Ford Place									
Detroit, MI 48202	Real Estate Holding	MI	Henry Ford	C CORP	0.	0.	.00%	X	
Fairlane Health Services - 38-2565235									
30100 Telegraph									
Bingham Farms, MI 48025	Healthcare Management	MI	Henry Ford	C CORP	0.	0.	.00%	X	
Alliance Health and Life Insurance -									
38-3291563, 2850 W. Grand Blvd., Detroit, MI	Health Insurance		Health						
48202	Provider	MI	Alliance Plan	C CORP	0.	0.	.00%	X	



**Part V** Continuation of Transactions With Related Organizations (Schedule R (Form 990), Part V, line 2)

(a)	Name of other organization	(b)	Transaction type (a-i)	(c)	Amount involved	(d)	Method of determining amount involved
(7)	Allegiance Health Foundation	R		161,200.FMV			
(8)	CareLink of Jackson	L		5,539,428.Cost			
(9)	CareLink of Jackson	M		57,904.FMV			
(10)	Volunteers of Henry Ford Allegiance Health	R		284,496.FMV			
(11)	Allegiance Health Foundation	B		4,265.cost			
(12)	Health Alliance Plan	L		1,135,274.cost			
(13)	Hospice of Jackson dba Henry Ford Allegiance Hospice	R		133,465.cost			
(14)	Jackson Community Ambulance	M		207,889.cost			
(15)	Health Alliance Plan	M		1,911,677.cost			
(16)	Allegiance Health Foundation	C		786,501.Cost			
(17)							
(18)							
(19)							
(20)							
(21)							
(22)							
(23)							
(24)							



**Part VII** Supplemental Information.

Provide additional information for responses to questions on Schedule R. See instructions.

**SCHEDULE R, PART V, LINE 1D & 1E:**

The Organization is a member of the Henry Ford Health System Obligated Group. Members of the Obligated Group are jointly and severally liable for outstanding obligations issued under the 2016 HFHS Bond Master Indenture.