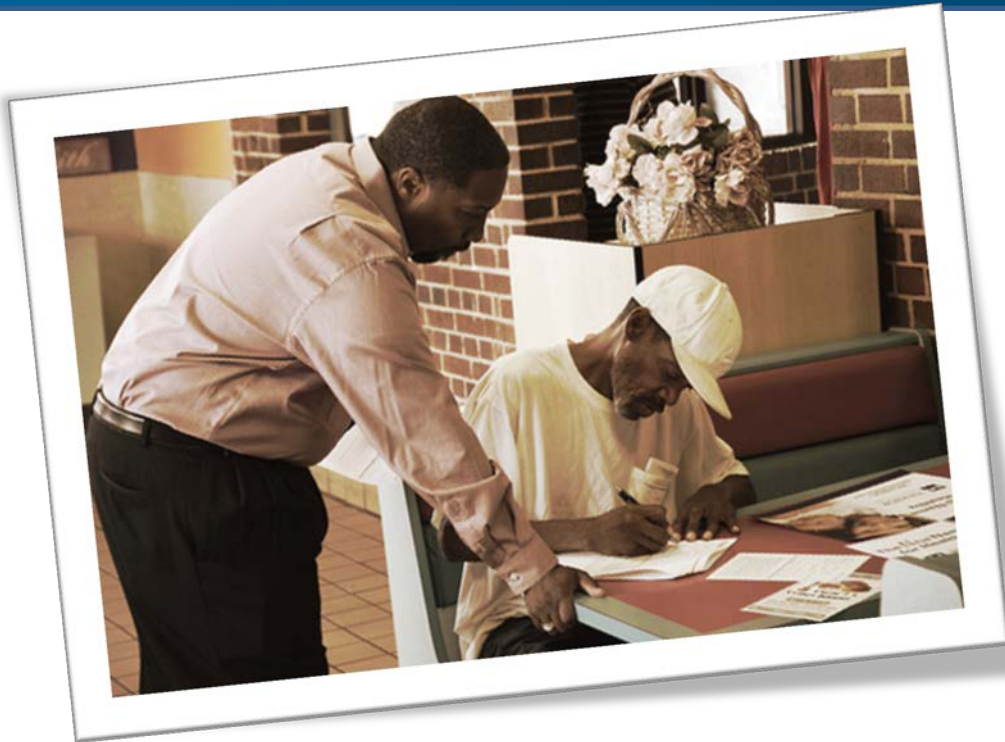


EXHIBIT I

DMC Path to Health 2015 Summary



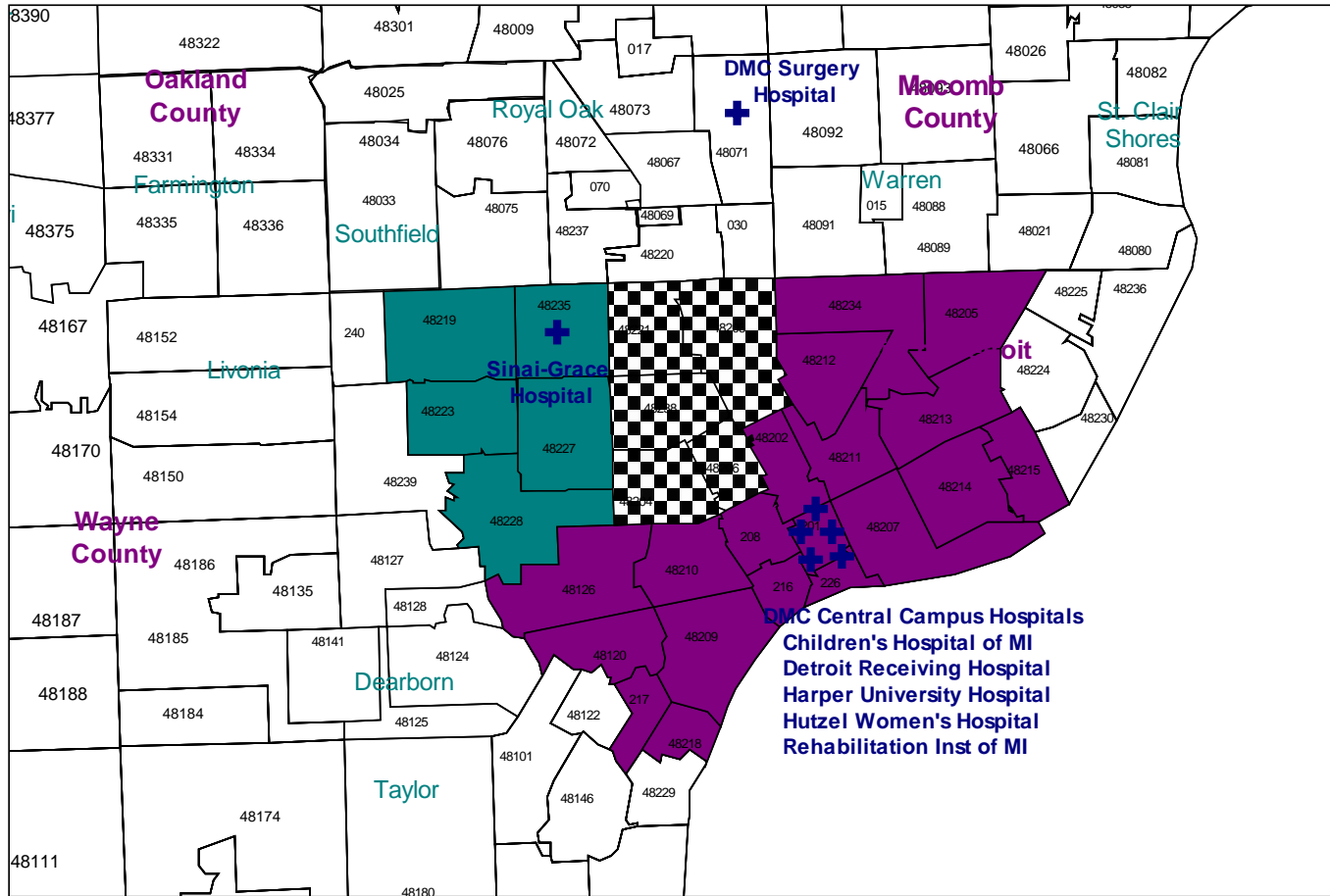
DMC Path to Health 2015 Summary


Where We Started
What We Achieved
Where We Are Going





DMC Path to Health Campaign

Where We Started



 Shaded Area Represents a 5 Mile Radius Surrounding the Central Campus Hospitals

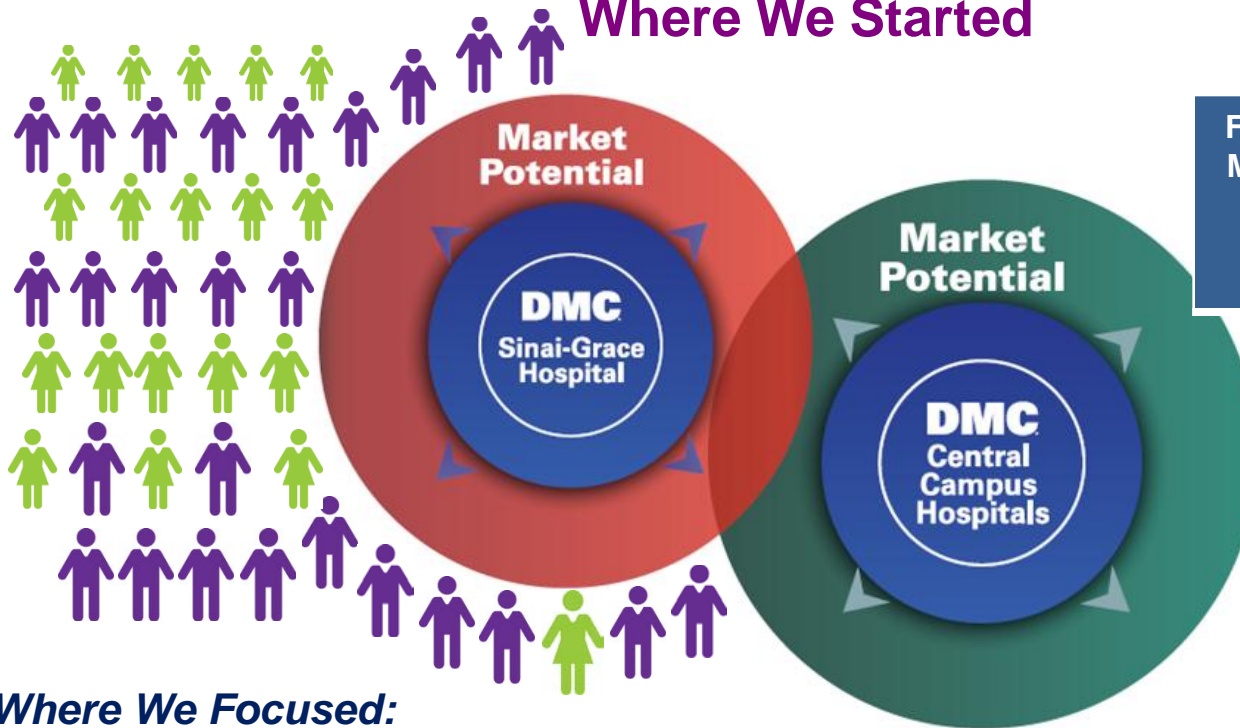
 Shaded Area Represents Sinai-Grace Hospital's Primary and Secondary Service Area (where 80% of their inpatient volume comes from).

 Shaded Area Represents Overlapping Zip Codes between Central Campus Service Area and Sinai-Grace Service Area.

(Cities include Detroit, Dearborn, Hamtramck, Highland Park and River Rouge).

DMC Path to Health Campaign

Where We Started



Focus on 16,000 Healthy Michigan Plan Enrollees From 2014 To Become Community Ambassadors

Where We Focused:

01 DMC Patient Touch Points

- ▶ DMC ER
- ▶ DMC Health Access Center
- ▶ DMC.org Web/ Pathway to Health
- ▶ DMC Physicians

02 Patient Targeting Opportunities

- ▶ DMC ER
- ▶ DMC Call Center
- ▶ DMC Physicians
- ▶ DMC Web
- ▶ DMC Friends & Family
- ▶ DMC Community Outreach
- ▶ Targeted Consumer/Patient Mailings
- ▶ Home Visits

03 Patient Resource Support

- ▶ DMC.org Web/ Pathway to Health
- ▶ DMC Health Access Center/CONIFER
- ▶ DMC Patient Insurance Advisors
 - On-site
 - In the community

DMC Path to Health Campaign

Where We Started

Community Ambassador Program



Program Overview

The idea behind the program is that trusted community members willing to serve as ambassadors each identify 10 or more people they know in need of insurance and share those names and those individuals' contact information with the DMC.

To engage potential ambassadors, letters were sent to all of the 16,000 Detroiters whose Healthy Michigan enrollment the DMC facilitated.

Those individuals went through a short training session at the DMC where they learned the basics of the Healthy Michigan Plan, how it works and the phone number prospective enrollees could call to sign up. DMC Community Ambassadors then talk up the plan to individuals with whom they come into contact. If a person is interested in signing up for the Healthy Michigan Plan, the Community Ambassador shares that person's contact information with the DMC, which facilitates the enrollment process.

Community Ambassadors are kept motivated through ongoing events such as health education lectures. "We try to make their affiliation with us valuable to them and to their family," Mallett says. "There is, in fact, an upside to their involvement with the program. Membership has benefits that will thrust their family forward."

DMC Path to Health Campaign

Where We Started

Recruitment of Community Ambassadors

From the Desk of
the Honorable Conrad L. Mallett

January 22, 2015

Dear Mrs. Jones,

Happy New Year! Please accept my best wishes for a peaceful and productive 2015!

You — and many of your family members, friends and neighbors — took a giant step last year to get healthier and stay healthier. You seized the opportunity to get low or no-cost "Healthy Michigan Medicaid Plan" insurance and now have health care coverage.

President Obama, Governor Snyder, Mayor Duggins and all of us at the Detroit Medical Center are thrilled to have helped place in your hand an important health-giving tool. I am sure by now many of you have seen your Primary Care Physician and started on your own personal Path to Health.

Unfortunately — many people in the City of Detroit remain without health insurance. Every Detroit resident deserves the same healthcare advantages you now receive, and we need your help in getting them these advantages.

If we as a city are truly moving forward, the overall health of the community must improve. Every person eligible for Healthy Michigan Medicaid Plan must enroll. Only then can we provide every citizen with the healthcare they deserve.


Please join me and the DMC leadership team for a Celebration — February 19, 2015 at one of the locations below, near you, your friends & your family:

NOTE: Please Register to attend the Celebration of your choice:
Phone 1-888-362-3370 or go online to: www.DMC.org/PathToHealthAmbassador

We will celebrate Detroiters like you, who have medical insurance. Plus — we'll share our plan to help the un-insured get the coverage that is right for them. Join us for this free celebration and learn how you can earn awards in our recruitment *Reward Program* as a *DMC Health Enrollment Ambassador*.

- Christland Missionary Baptist Church Annex • 12901 Puritan • 8 a.m. • Breakfast
- Word in Action Christian Church • 18901 Wyoming • 12 Noon • Lunch
- Pure Word Missionary Baptist Church • 20011 Grand River • 12 Noon • Lunch
- Unity Baptist Church • 7500 Tireman • 6 p.m. • Dinner
- Impact Church • 12844 Elmdale • 6 p.m. • Dinner

Thank you for your time. I look forward to seeing you!



Conrad L. Mallett
Chief Administration Officer / Detroit Medical Center



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Permit #2660

*Please join me and the
DMC leadership team for a Celebration*
February 19, 2015
at one of the locations below

**Christland Missionary
Baptist Church Annex**

2901 Puritan, Detroit, MI 48227
8 a.m. • Breakfast

Word in Action Christian Church

18901 Wyoming, Detroit, MI 48221
12 Noon • Lunch

Pure Word Missionary Baptist Church

20011 Grand River, Detroit, MI 48219
12 Noon • Lunch

Unity Baptist Church

7500 Tireman, Detroit, MI 48204
6 p.m. • Dinner

Impact Church

12844 Elmdale, Detroit, MI 48213
6 p.m. • Dinner

**NOTE: Please Register to attend
the Celebration of your choice:**
Phone 1-888-362-3370 or go online to:
www.DMC.org/PathToHealthAmbassador



always there.

From the Desk of the
Honorable Conrad L. Mallett
3990 John R
Detroit MI 48201

*The President,
the Governor and
the Mayor*

DMC Path to Health Campaign

Where We Started Recruitment of Community Ambassadors

From the Desk of the Honorable Conrad L. Mallett

If the city of Detroit is to make great strides forward, we must address the health of each and every citizen and the community at large.


Last year, the DMC helped more than 16,000 residents sign up to receive new "Healthy Michigan Medicaid" health coverage. What a difference this made in so many people's lives – providing free and low-cost health care insurance coverage to folks like you.

Now, we need your help. Know someone who needs free health care coverage? Help us reach out to them.

Help us reach out to your neighbors, friends, and family who may qualify for Medicaid – but don't know it yet. Help us locate them – and we'll reward YOU! How? Easy:

Become a DMC "Path to Health" Ambassador! Come to one of our community events for more information.

Thank you for your time, I look forward to seeing you!


Conrad L. Mallett
Chief Administration Officer / Detroit Medical Center

What are the benefits of being an Ambassador?

- You will receive rewards
- You'll play a significant role in the greater good of your community
- Plus, there are education and certification opportunities too

What are my responsibilities as a health Ambassador?

- Identify and recruit uninsured community members
- Promote health care for all and the Healthy Michigan Medicaid Plan
- Represent the DMC, the city's largest health care system

YES! I want to help! How do I sign up?

- Call 1-888-DMC-2500 — prompt 4 to register
- Attend a DMC Path to Health Ambassador information session
- Join us as a DMC Path to Health Ambassador at a DMC ceremony

R.S.V.P
Register to attend the Ambassador Informational Session
Call: 1-888-362-3370 — or go online to:
www.DMC.org/PathToHealthAmbassador

Ambassador Registration Card

Path Health **DMC** always there.

Today's Date: ___/___/___ Event: _____

Name: _____

Address: _____

Phone: (____) _____-____ Email: _____ Zip Code: _____

Please circle the answers to the following questions:

- Do you currently have health insurance? Yes / No
If no, would you like to schedule an appointment to apply for health insurance? Yes / No
- Best time to contact you: 9 - 11 a.m. / noon - 2 p.m. / 3 - 8 p.m.
- I would like to become a volunteer Path to Health Ambassador and invite 10 of my friends to enroll in the Healthy Michigan Medicaid Plan. Yes / No
- Do you know someone else who would be interested in becoming a Path to Health Ambassador? If so, please provide their contact information below.
Name: _____ Phone: (____) _____-____

DMC always there.
3700 John R.
Detroit, MI 48201

DMC **Path Health** always there.

Join us!
Help Detroit get healthier
and get rewarded yourself.

Confidential! You got health care coverage last year. Now help your neighbors get on the same Path to Health!

First Choice Mail
U.S. MAIL
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DMC Path to Health Campaign

What We Achieved

“ I LIKE TO GET INFORMATION
OUT TO PEOPLE WHO NEED IT
SO THEY KNOW WHAT TO DO
WHEN SOMETHING HAPPENS. ”

2015 Community Ambassador Program Results

Number of Community Ambassadors	1,440
Number of Referrals Generated	1,392
Number of People Enrolled in Insurance	698
% of Referrals that Resulted in Insurance Enrollment	50%

“ MY FRIEND SAID SHE HAD BEEN
IN PAIN AFTER HURTING HER
BACK, BUT HAD NO INSURANCE
TO DO ANYTHING ABOUT
IT. I TOLD HER I WAS A DMC
COMMUNITY AMBASSADOR,
AND WE TOOK IT FROM THERE. ”



DMC Path to Health Campaign

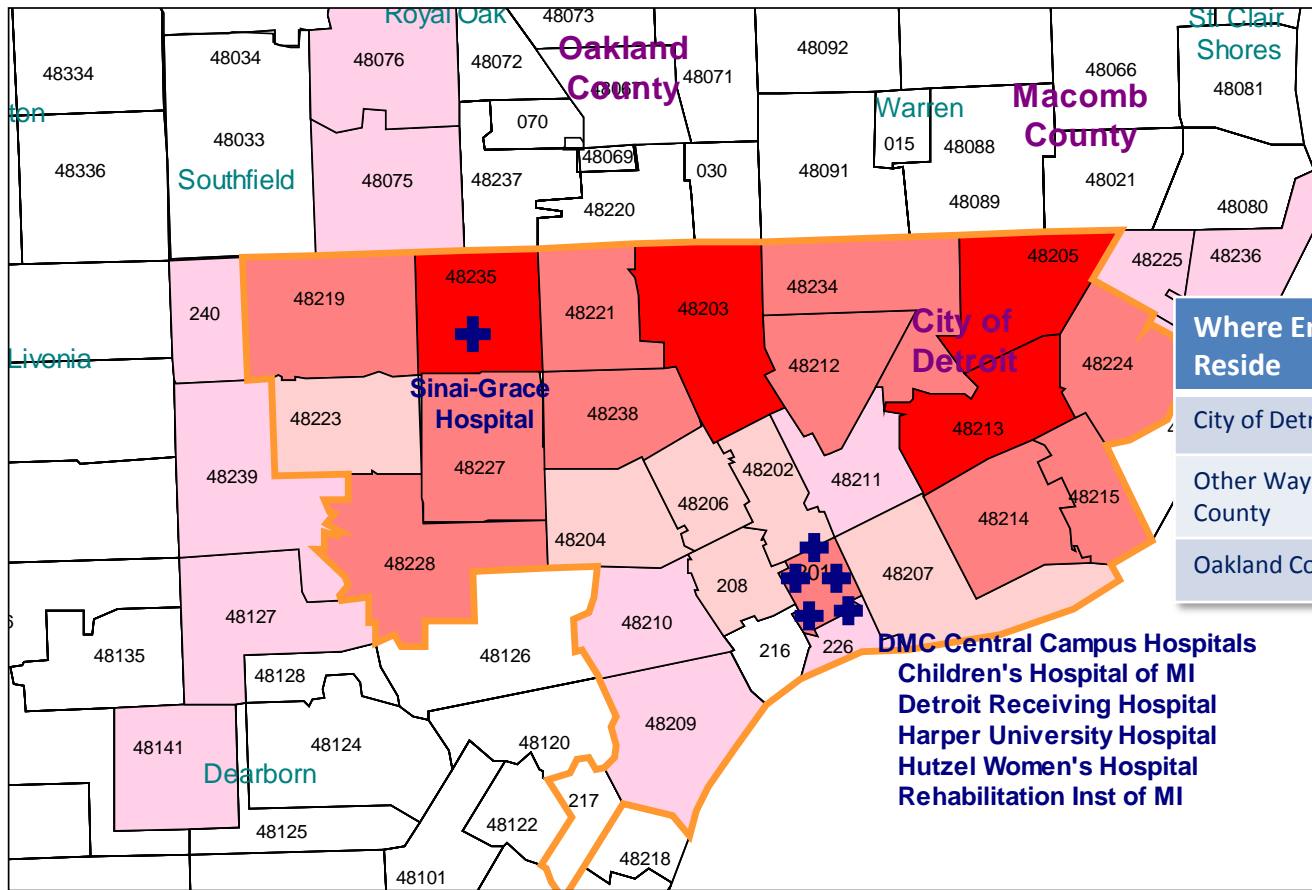
What We Achieved

Campaign Summary

(Analysis Based on Activity from October 1, 2014 thru December 31, 2015)

	Medicaid Enrollment	Friends and Family Cards Collected
TOTAL	25,271	8,730
Conifer On-Site Enrollments	17,244	
Church Enrollments	1,548	2,607
In-Hospital Enrollments	1,072	
Retail / Franchise Enrollments	897	1,107
Community Enrollments	3,812	5,016
Ambassador Enrollments	698	

DMC Path to Health Community and Ambassador Enrollees by Zip Code



Total number of enrollees = 4,510
 October 1, 2014 thru December 31, 2015

DMC Path to Health Campaign

What We Achieved

Conifer On-Site Enrollment

(January - December, 2015)

Located onsite in hospital ED's and outpatient sites, Conifer works with patients who are identified as self pay to enroll in insurance. The Conifer team walks patients through the application process with the patient and submits the application. Hours of operation are 7:00 a.m. – 7:00 p.m. 5 days a week some of which includes weekend coverage.

Hospital	Total Enrolled	Inpatient Enrollments	Outpatient and ED Enrollments
Children's Hospital of MI	2,707	885	1,822
Detroit Receiving Hospital	3,657	1,460	2,197
Harper University Hospital	5,659	5,240	419
Huron Valley-Sinai Hospital	792	469	323
Rehab Institute of Michigan	55	55	0
Sinai-Grace Hospital	4,364	2,456	1,908
Total	17,234	10,565	6,669

Note: Children's data includes MiChild enrollment numbers or the enrollment of babies in Medicaid if the mom had Medicaid.

Source: Conifer Database

DMC Path to Health Campaign

What We Achieved

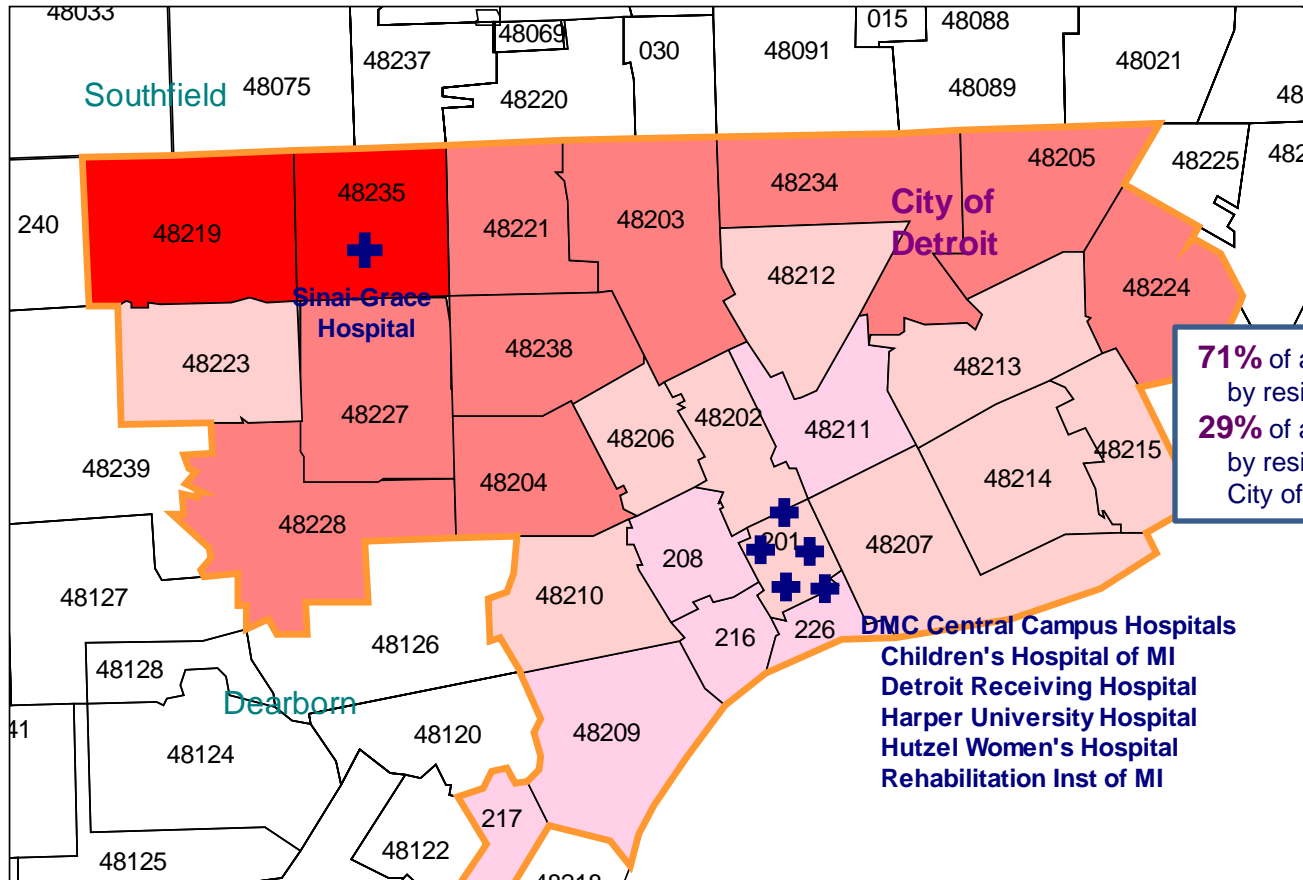
In-Hospital CAC Activity

(October 1, 2014 thru December 31, 2015)

Scheduled Appointments	1,018
Walk In	746
No Shows	568
Actual Applicants Seen	1,193
Online Applications Completed	779
Paper / Phone Applications Completed	293
Total Completed Applications	1,072

Source: DMC Call Center Report

DMC Path to Health CAC Scheduled Appointments by Zip Code



71% of appointments scheduled by residents of the City of Detroit
29% of appointments scheduled by residents living outside of City of Detroit boundaries.



Total appointments scheduled = 1,018
 October 1, 2014 thru December 31, 2015

DMC Path to Health Campaign

Where We Are Going

Church Participation

We will continue to work with area churches who produced the highest outcomes during the last enrollment period and those who have demonstrated the ability to spread the word, and provide volunteer and enrollment assistance.

Oak Grove AME	Community AME Church	New Jerusalem Temple MBC
Fellowship Chapel	Shrine of the Black Madonna	Godland Unity
Triumph Church	New Bethel Baptist Church	Liberty Temple Baptist Church
Citadel of Praise	New Providence Baptist Church	Greater St. Matthews Baptist Church
Greater Grace Temple	People's United Methodist Church	Impact Church
Pure Word Missionary Baptist Church	Third New Hope	El Bethel
Second Ebenezer	Church of the Messiah	Greater Faith Apostolic
Lakeridge Village	Dexter Avenue Baptist Church	Covenant Church
Little Rock Baptist Church	Greater Love Tabernacle COGIC	
Faith Tabernacle COGIC		

DMC Path to Health Campaign

What We Achieved

Church Participation

The DMC partnered with over 90 local churches to enroll members of their congregation and the community in health insurance. The emphasis was put on smaller congregations and those larger churches who had produced enrollments in prior years.

	Medicaid Enrollment	Friends and Family Cards Collected
Church Events	2,607	1,548



DMC Path to Health Campaign

What We Achieved

Health Disparities Conference 2015

The DMC engaged franchise organizations to develop a strategic partnership to facilitate the process of healthcare enrollment for their eligible employees. We partnered with the Michigan Black Chamber of Commerce to host a Health Disparities Conference. We provided educational and insurance materials for new-hire packets, conducted educational seminars, and offered on-site enrollments for employees and eligible in-store customers.



DMC Path to Health Campaign

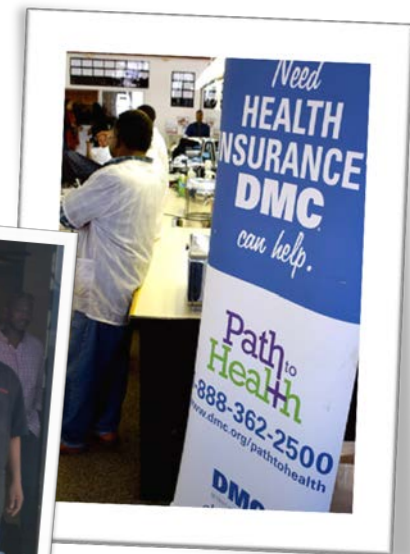
What We Achieved

Community Events

Coney Island Restaurants / Barber and Beauty Shops

The DMC partnered with local on-air radio talent, Coney Island restaurants and barber and beauty shops to host over 30 health insurance enrollment events. These Coney Island restaurants and barber and beauty shops were located throughout the City of Detroit. The DMC provided assistance through individual on-site enrollment. The DMC also worked in collaboration with Harbor Health at these events.

	Total Attendees	Medicaid Enrollment	Friends and Family Cards Collected
Coney Island Events	2,905	728	847
Barber and Beauty Shops	123	58	59



Events were held at Coney Island Restaurants over a five month timeframe. Events at Barber and Beauty shops were held over a one month timeframe.

DMC Path to Health Campaign

What We Achieved

Community Partner Focus

We continued to work with partners who participated in last year’s campaign and engaged new partners who have direct contact with populations in need of health insurance and/or primary care.

Adult Well-Being	Detroit Parent Network	Ruth Ellis Center
Alternatives for Girls	Detroit Rescue Mission Ministries	SASHA Center
Black Family Development	Detroit Public Schools Adult Education – East	SHAR House
Brain Injury Association of Michigan	Detroit Public Schools Adult Education – West	Samaritan Center
Capuchin Soup Kitchen - Conner	Detroit Wayne County Health Authority	Sister Acquiring Financial Empowerment (SAFE)
Capuchin Soup Kitchen – Medbury	Guidance Social Services	Unified Detroit Coalition
Coalition on Temporary Shelter	Heritage Community Development	Urban League
Covenant House Michigan – Main	Metro Christian Council	Wayne County Community College – Eastern Campus
Covenant House Michigan – Central	Neighborhood Services Organization	Wayne County Community College – Northwest Campus
Covenant House Michigan - Southwest	Northwest Activity Center	Wayne County Sheriff
Creative Learning Center	Operation Get Down	YWCA / Interim House
Delta Sigma Theta Sorority, Inc. – Detroit Alumnae Chapter		

DMC Path to Health Campaign

What We Achieved

DMC Community Breakfast

DMC hosted a Community Breakfast with leaders and members of more than 70 community-based groups. We targeted previous partners along with other organizations to extend the Medicaid insurance enrollment campaign farther and wider to reach those who are eligible and who desperately need healthcare benefits. These grass roots organizations have daily contact with many of the citizens who may not be aware of their opportunities for health care under the nation's new laws.

The event also allowed the partners to share other health resources such as the City of Detroit's Make the Date program. In partnership with DMC, the program's goal is to help fight premature birth by providing health services early in the pregnancy of expectant mothers.



DMC Path to Health Campaign

Where We Are Going

Continue to build on DMC Community Ambassador Program

- Focus on the 25,000 new enrollees to generate referrals

Build on what worked

- Maintain and continue Relationships with churches, community ambassadors
- Partnership with 105.9
- Partnership with beauty and barber salons
- Place resources where the people are

Align ACA efforts with hospital initiatives/business plan

- Partner with Gateway
- Partner with Harbor Health
- Partner with Make Your Date
- Work with service lines

Develop Specialize programming to address health issues

- Stoke
- Heart Disease
- Kidney Disease
- Diabetes

DMC Path to Health Campaign

Where We Are Going

- ✚ **Mobile Health Unit in areas that lack access to healthcare**
- ✚ **Concentrate on areas where community ambassador and their referrals reside**
- ✚ **Develop PR/Marketing campaign around redetermination process**
- ✚ **Maintain enrollment in the ER thru Conifer**
- ✚ **Continue CAC enrollment and recertification at DMC facilities**
- ✚ **Build on Community Ambassador Program**
 - Create assessment for community ambassadors to understand their health needs and educate them on how to access healthcare to address those needs.

DMC Path to Health Campaign

Where We Are Going

- ✚ **Implement Small Business Strategy**
 - Conduct outreach to business in Detroit using business list purchased last phase.

- ✚ **Host Annual Community Breakfast for churches and partners**

- ✚ **Align with Friends & Family Department and Physician Referral Services to connect patients to DMC physicians**

- ✚ **Continue marketing strategy that includes radio**

- ✚ **Continue Web presence using dmc.org/pathtohealth**

- ✚ **For Huron Valley-Sinai Hospital, continue partnership with Enroll American to manage health insurance enrollment outside of the Emergency Department**