



# Joining Forces : *The Make-or-Break Role of Culture in JV and M&A*

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13

Acute care  
hospitals

550+

Sites of care

50,000+

Team members

\$13 billion

Annual revenue

3

Behavioral  
Health Facilities

Multiple

Destinations for  
Specialty Care

Primary &  
Urgent Care

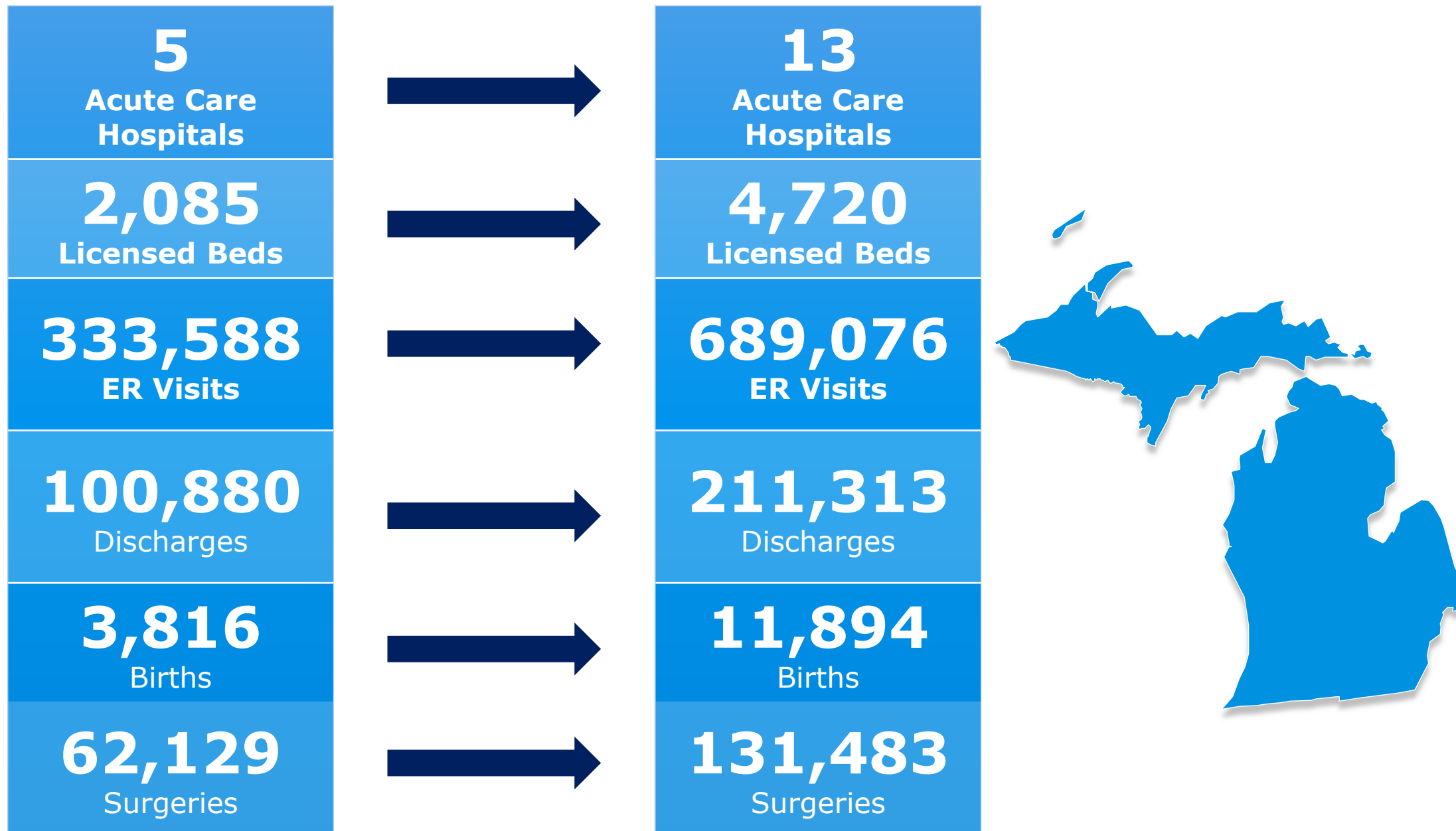
Health  
Alliance Plan

**Mission:** We improve people's lives through excellence in the science and art of health care and healing.

**Vision:** We will be the trusted partner in health, leading the nation in superior care and value -- one person at a time.

**HENRY FORD HEALTH**





# The Opportunity



Deep cultural identity of  
HFMG and strong legacy  
Ascension loyalty to  
hospital affiliation

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Dramatic increase in the  
number of physicians and  
APPs

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Lack of standard  
comprehensive  
communication platform

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Secular institution  
incorporating Catholic  
legacy

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Transitioning >1000  
providers with contractual  
relationship

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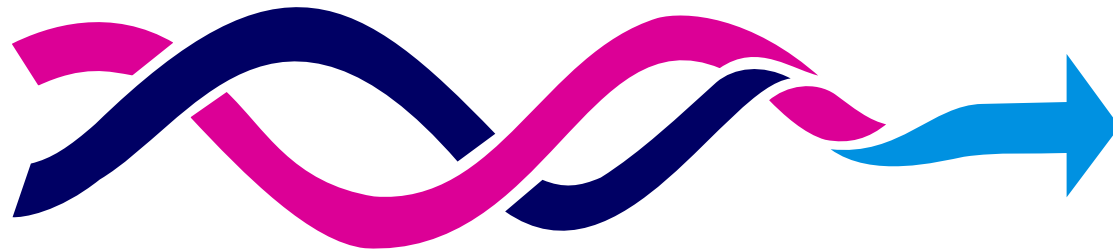


Opportunities to partner  
and align on research and  
education

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# The Approach

Henry Ford Health Mission, Vision,  
Values and Partnership Strategy



Ascension Michigan Mission, Vision,  
Values and Ministry Identify

1

## Honor Past Traditions

Assess what is common, different and synergistic.

2

## Model Belonging

Draw from internal and external voices

3

## Leverage Insights

Use insights to gauge strengths and opportunities.

4

## Use Human Centered Design

Adopt the new behaviors and ways of working

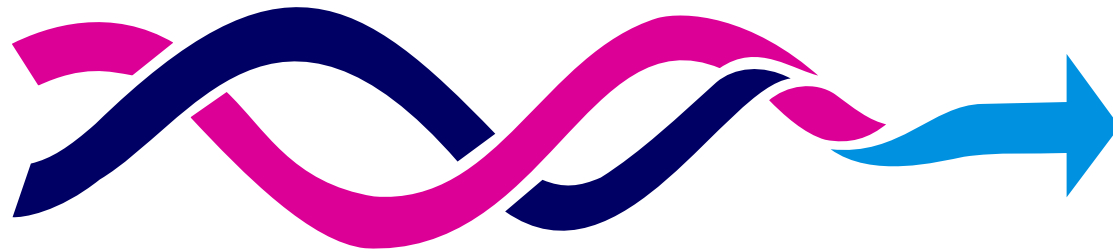
5

## Test, Learn, and Iterate

Be resolute, agile, and continuously learn

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**Physician Advisory Council**  
**Focus groups**  
**Physician Roundtables**  
**Surveys**  
**Townhalls**  
**Meet and greets**  
**Integration newsletter**  
**Leadership rounding**  
**Transparency and Overcommunication**

# The Story So Far...

Engagement	<i>Engagement survey trend - Pending</i>
Integration	<i>Successful negotiations and establishment of integration pathway for employed physicians into HFMG</i>
Pluralism	<i>Service line and clinical council integration with leadership across the system</i>
Inclusion	<i>Preservation of Catholicity at legacy Catholic hospitals</i>
Retention	<i>1023 unique billing NPI providers with contractual relationships transitioned in JV – zero terminations</i>



**Questions?**