

Crain's Lists show area's top nonprofits, foundations. **PAGE 24**



CONVERSATION: Cindy Ciura on why residential and retail will always be tied. **PAGE 34**

CRAIN'S

DETROIT BUSINESS

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FORUM | THE TEACHER SHORTAGE QUANDARY

Districts say a variety of issues have forced them to scramble for personnel; solutions will need to be just as varied. **BEGINS ON PAGE 18**



Executive Director of Staff and Students of Dearborn Public Schools Maysam Alie-Bazzi takes a look at seventh grader Adam Ismail's project.

QUINN BANKS/CRAIN'S DETROIT BUSINESS

Home builders buy down rates

Move helps overcome decrease in sales

BY ARIELLE KASS

With high interest rates spooking some homebuyers and sending home builders into what can sometimes feel like premature retirement due to falling demand, builders are starting to take the matter into their own hands.

If high interest rates are the problem, there's an easy solution: just bring them down.

Rate buydown programs and other interest rate specials are proliferating in the new-construction market, with builders making concessions to their bottom line to ensure that potential buyers aren't



M/I Homes is one of the builders that has used rate buydown programs to maintain pricing and lure buyers. | M/I HOMES

scared away by recent spikes in mortgage rates. They're offering programs to lock in interest rates, spending millions of dollars to buy guaranteed rates or simply offering

See **INTEREST RATES** on Page 31

Will Dem Legislature chill West Michigan?

Public-private projects have spurred growth

BY RACHEL WATSON

GRAND RAPIDS — West Michigan's development boom has long been driven by a business community also known as big Republican donors — but they also have long worked with Democrats when it comes to economic development.

Still, as Democrats prepare to

enter 2023 with control of the Michigan Legislature and governor's mansion, experts are chewing on a big question: How will the first blue majority in nearly 40 years affect growth in greater Grand Rapids, held up by some for its successful public-private deals

See **DEMOCRATS** on Page 30

**CRAIN'S 2022
BEST-MANAGED
NONPROFITS**
BEGINS ON PAGE 8



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Wayne Metropolitan Community Action Agency leaders, Shama Mounzer (front row, from left), executive director of Empowerment & Integration Services; Mia Harnos, COO; Louis Piszker, CEO; Will Lane, CFO; Jessica Moore, executive director of Whole Family Services; Erica Heaney (back row, from left), executive assistant; Katie Cronk, director of Finance; Timprince Graves, director of Human Resources; Sitara Govender, director of Innovation; Nadeem Siddiqi, executive director of Data, Development and IT; Michele Robinson, executive director of Green and Healthy Homes.

WINNER, NONPROFIT OVER \$3 MILLION REVENUE

CULTIVATING TALENT TO MEET A GROWING NEED

As COVID relief dollars came in, Wayne Metro had to scale up quickly

BY SHERRI WELCH

In the early months of the pandemic, Wayne Metropolitan Community Action Agency, already one of the largest nonprofits in Southeast Michigan, found itself needing to rapidly staff up as hundreds of millions of dollars in COVID relief began pouring in.

Its employee numbers more than doubled within a year, rising to 880 employees as its budget grew from \$55 million before COVID to \$350 million in fiscal 2022, with hundreds of millions in funding coming to the agency to provide emergency rent and property tax assistance, food, shelter and other basic needs help.

But Wayne Metro didn't just go on a hiring spree. It began cultivating talent internally and made changes to its operations and staffing requirements to better serve clients and reduce operating burdens on staff.

Those changes are outlasting the

pandemic and relief dollars, helping the staff better serve clients well into the future and enabling staff to spend more of their time on people rather than paperwork.

That, along with a strategic focus on providing attractive fringe benefits, is helping it retain needed staff even as federal dollars contract, ensuring it can continue to deliver on its mission of providing emergency assistance to Wayne County residents.

Early efforts

Wayne Metro was looking at compensation and staffing issues even before the pandemic in its early childhood programming. In 2019, it began a concerted effort to grow its own talent, launching an internal apprenticeship that later leveraged private foundation support during the pandemic to pay and train 36 new certified teachers for Wayne Metro and other early childhood classrooms.

Operating on a pre-pandemic budget of \$55 million, it engaged Wisconsin-based Wipfli LLP firm to conduct a wage and compensation study for equity and fairness and subsequently raised the minimum agency wage from \$11 to \$15 and began offering signing and retention incentives to early childhood and after-school professionals.

COVID brought a whole new urgency. When it got \$12 million in CARES Act dollars in the early months of COVID, Wayne Metro set a goal to get it out to the community within 90 days. That required not only more staff, but changes in the way it was delivering programs.

A Crain's Best-Managed Nonprofit finalist in 2015, Wayne Metro created a team to focus on data to integrate whole-family programming, improve client experiences and lessen processing time and documentation burdens for front-line staff.

It developed a streamlined, online

application that allowed clients to apply for up to eight services at one time in about 10 minutes and to hear back within 48 hours. To accomplish that, the agency began cross-training staff to assist clients in securing the full range of aid available.

"You were no longer just going to do homeless services. You were going to do rent assistance, you were going to do...basically the umbrella of emergency services all at the same time with one client," CEO Louis Piszker said.

"When you think about all of the governmental regulations that you've got to deal with, the pandemic allowed us to break down all those regulatory barriers and just start serving people."

At the same time, staff were less

likely to burn out and leave with that operating model, Piszker said.

"I think we did a good job balancing the investments and technology with our staffing levels, to keep the amount of direct assistance at that 90 percent mark going back into the community."

Talent attraction and retention

"I THINK WE DID A GOOD JOB BALANCING THE INVESTMENTS AND TECHNOLOGY WITH OUR STAFFING LEVELS..."

— Louis Piszker, CEO, Wayne Metropolitan Community Action Agency

were key to Wayne Metro's ability to meet community needs with the federal funding.

Rich fringe benefits for staff helped it fare better than other human services agencies on the talent front.

See **WAYNE METRO** on Page 17

Secrets to recruiting, retaining top talent

About the Crain's 2022 Best-Managed Nonprofits program

Crain's Best-Managed Non-profit program honors the best in leadership and financial stewardship in Southeast Michigan's nonprofit community. Winners undergo a financial review by the nonprofit practice group at Plante Moran PLLC and are selected after initial scoring and in-person interviews by a panel of nonprofit experts.

This year's contest asked nonprofits to share how they are overcoming obstacles for recruiting and retaining talent at a time when all sectors are seeing shortages.

They offered practical takeaways, from rethinking operational strategies to prioritizing the people they serve to expanding benefits, opportunities and other perks to keep employees engaged and satisfied.

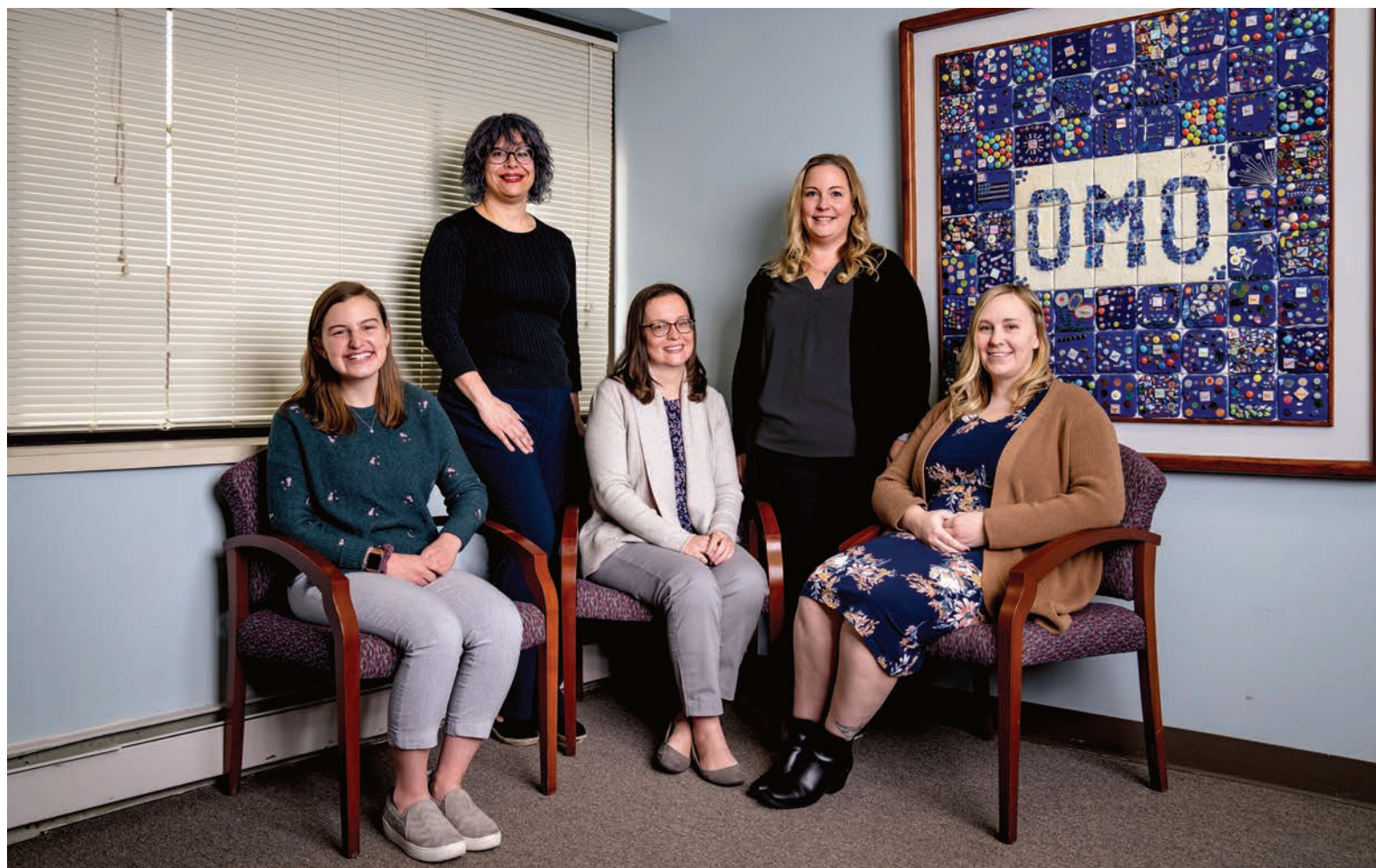
The recruiting and retention best practices they are putting in place aren't just something other nonprofits can learn from, the judges in the contest said. They are a blueprint for-profit and government organizations can follow, as well.

The winners of this year's Best-Managed Nonprofit Contest will share how they are prioritizing staffing and retention efforts and engaging all levels of the organization, from front-line employees to board members, during a Jan. 26, 2023, webinar.

This program cannot happen without the generous efforts of our volunteer judges and Plante Moran, who undertake a monthslong vetting process that starts with a financial review to make sure candidates are fiscally sound, before moving on to a multi-step evaluation process that includes in-person interviews of the finalists.

This year's judges:

- ▶ John Bebes, CPA and partner at Plante Moran
- ▶ Gary Dembs, founder of the Non-Profit Personnel Network, a headhunting agency focused on nonprofit job placement
- ▶ Kelley Kuhn, president and CEO of the Michigan Nonprofit Association
- ▶ Richard Martin, principal at Caleb LLC, a nonprofit and philanthropy consultancy firm
- ▶ Allandra Bulger, executive director at Co.act Detroit, which promotes collaboration between metro Detroit nonprofits
- ▶ Yodit Mesfin Johnson, president and CEO of Nonprofit Enterprise at Work, a nonprofit consultancy firm



On My Own of Michigan executives, Emily Lourim (from left), director of Education; Martha Goldberg, Independent Living program manager; Jennifer Roccant, executive director; Amanda Juliano, Independent Living program coordinator; and Shannon Graham, Independent Living program coordinator, at their headquarters in Troy.

| NIC ANTAYA/CRAIN'S DETROIT BUSINESS

WINNER, NONPROFIT UNDER \$3 MILLION REVENUE

On My Own of Michigan's topline pay, benefits attracting 'rock stars' to the tiny nonprofit

BY SHERRI WELCH

Five years ago, On My Own of Michigan was on the verge of closure.

It was operating in the red, calling into question its ability to keep providing independent living assistance for the developmentally disabled.

At the same time, front-line staff at the agency were turning over every couple of years, leaving to earn more at other organizations.

On My Own was losing institutional knowledge, and families were getting nervous, Executive Director Jen Roccant said.

The question that keeps parents of special-needs children up at night is what will happen to their children when they are no longer here, she said.

"The whole purpose of our organization is to be the answer. Our founding family made a promise to future families that we would always be here," she said.

"As a small nonprofit, we don't have the luxury of being anything but a well-managed nonprofit."

Doing that required keeping staff from leaving and recruiting top-caliber talent.

"Because we take our lifelong commitment to families so seriously, we had to get clear real fast about what makes our work possible," she said, "and for us, the answer was our talented staff."

On My Own has turned its finances around, producing operating excesses and establishing an operating reserve.

By prioritizing spending to provide competitive salaries and benefits, it has attracted "rock stars" who are helping to turn those reserves into

new programs to meet emerging needs.

Turning things around

When Roccant joined the nonprofit five years ago, the organization had seen an operating deficit three years in a row, with evidence the former executive director was quietly delaying his own paychecks to pay other staff.

To help reduce day-to-day costs, she cut low-hanging expenses like the water bubbler for \$60 a month — something not needed when the kitchen sink was a few steps away — and a premium sports addition to its cable package for its member lounge, she said.

"They sound important, but when you have to make decisions about being paid, the decision sort of makes itself," Roccant said.

The organization, which relies on fee-based programs for much of its revenue, also made a concerted effort to grow contributed revenue, securing three-year, five-figure commitments from several board members. Its goal was to establish a three-month reserve within three years. It did it in one before hitting a six-month reserve.

With attrition and staff reductions, including outsourcing bookkeeping, the organization restructured its staff from nine to five full-timers and one part-time employee currently.

Prioritizing talent

On My Own made a strategic decision to increase its staffing costs as a percentage of its now \$615,000 budget from 56 percent five years ago to 72 percent today.

Savings from staff restructuring,

along with board commitments, enabled On My Own to extend living-wage salaries and health care with low out-of-pocket costs.

More recently, it hired a human resource consultant to review staff recruitment and retention practices and offer suggestions for improvement.

Beyond living-wage compensation aligned with local market rates and performance and holiday bonuses, the review led it to expand benefits to include flexible work schedules and location requirements; life, short-term and disability insurance; \$250 per employee for annual professional development; six weeks of paid time off for employees, and four weeks of leave for birth or adoption of a child, two weeks for the death of an immediate family member and a six-week sabbatical every seven years.

Competitive pay and benefits have helped attract and retain high-caliber employees to the small nonprofit.

Current staff "can do the work of like 15 average staff members, Roccant said. "We have rock stars. They're very driven, incredibly experienced, and they are always looking for opportunities to do our work better."

Serving more people

With just six people on staff, On My Own is serving more than 75 families this year, up more than 60 percent from last year.

Operating reserves and innovative

staff have given it the ability to launch new programs to meet emerging needs among its clients, while also helping to bring in new fee-for-service revenue.

In January it launched Independence Prep, an overnight living experience for teens and young adults that takes place at an extended-stay hotel in Troy. The program gives young adults and families a chance to see what independent living could be like and helps them get excited about building the skills they need, Roccant said.

The nonprofit is now developing "Independence College," a two-year residential college program for young adults with developmental disabilities that will teach them to live independently and choose a competitive-wage job when they graduate. The program will launch in fall 2023.

"BECAUSE WE TAKE OUR LIFELONG COMMITMENT TO FAMILIES SO SERIOUSLY, WE HAD TO GET CLEAR REAL FAST ABOUT WHAT MAKES OUR WORK POSSIBLE."

— Jen Roccant, executive director, On My Own

Recognizing the need for diversity in its all-white female organization, On My Own in August secured its first federally funded grant of \$86,000 from Community Care Corps to build a paid internship program for two underrepresented social work and special education college students.

"We want to be a safe space for people to get services that honors their lived experiences."

Contact: swelch@crain.com; (313) 446-1694; @SherriWelch

FINALIST



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Shelley Brinkmann (from left), vice president of Real Estate; Kirsten Elliott, vice president, COO; Carrie Mendoza, vice president, CFO; and Marc Craig, president, at Community Housing Network in Troy. | NIC ANTAYA/CRAIN'S DETROIT BUSINESS | CRAIN'S DETROIT BUSINESS

Community Housing Network staffs up rental assistance in Oakland County

BY SHERRI WELCH

When COVID hit Southeast Michigan, Community Housing Network was faced with a huge increase in the demand for emergency rental assistance and other supports.

Its budget rose from \$15 million to \$34.2 million as it became the lead agency in Oakland County providing federally funded Covid

Emergency Rental Assistance, funding for households facing eviction and other housing crises due to COVID-19-related hardships and for landlords to help ensure they can maintain local rental housing stock.

CHN builds affordable, accessible housing and provides housing assistance through its call center, which fields over 15,000 calls each year. It connects thousands of peo-

ple each year to affordable housing, short-term and long-term rentals, homeownership options and supportive and accessible homes for people with disabilities. It then works with people to help them access health care and mental health treatment as well as education, job and money management services to help improve their quality of life.

See **HOUSING** on Page 12

FINALIST



Executives from Services To Enhance Potential, Terrey DeLisle (from left), director of Programming; Carla Dean, director of Employment and Training Services; Brent Mikulski, CEO; Jeff Bachynski, director of Operations; and Cherie Stangis, director of Clinical Services and Performance Improvement, the Western Wayne Resource Center in Westland. | NIC ANTAYA/CRAIN'S DETROIT BUSINESS

Services to Enhance Potential keeps staff turnover far below national average

BY SHERRI WELCH

Staff retention at Services to Enhance Potential, a Dearborn-based provider of job training and placement services for people with disabilities and other mental health needs in Macomb and Wayne Counties, has outpaced national averages during the pandemic.

Early in the pandemic, the important role direct service professionals played in providing critical care to clients with and without COVID be-

came very clear, the agency said.

Direct service professionals, who make up the majority of its 155 staff members, often put the health and well-being of clients before their own.

Recognizing their critical role, STEP early in the pandemic initiated efforts to retain them and other critical employees by prioritizing safety, increasing communication and engaging staff in decisions around client services, increasing compensation and recognizing staff contributions through bonuses,

"swag" and staff appreciation events.

STEP used \$4.2 million in Payroll Protection Program and other CARES Act funding received to retain and recruit staff, enabling it to continue providing services during the pandemic.

To remain competitive, the \$13.5 million organization increased starting salaries, offered new hire bonuses and put in place retention bonuses for existing employees.

See **POTENTIAL** on Page 12



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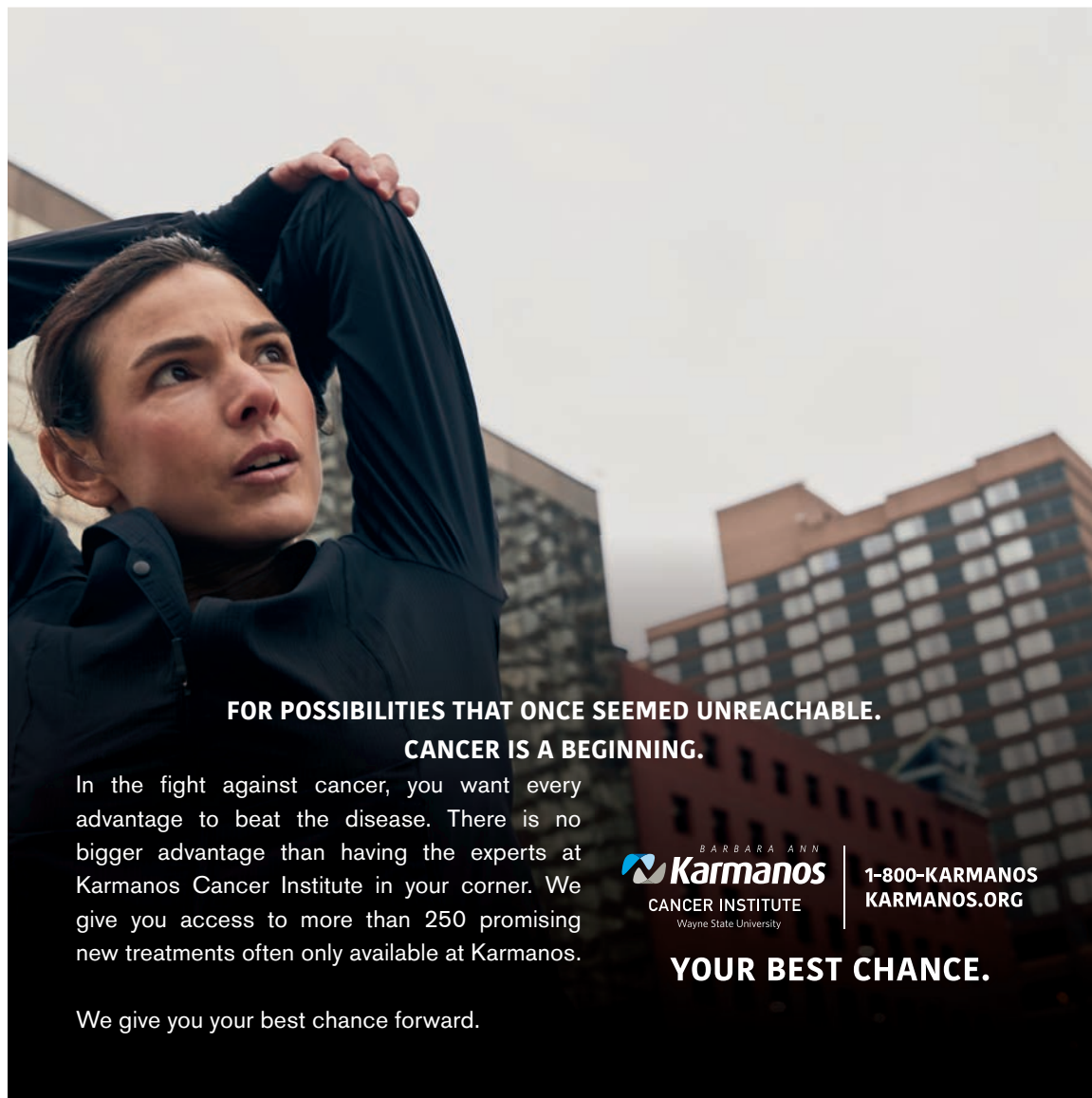
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and Charles Schwab**

*As reported in Barron's March 12, 2022. Rankings based on assets under management, revenue generated for the advisors' firms, quality of practices, and other factors.
**As reported in Forbes April 7, 2022 and August 16, 2021. The rankings, developed by Shook Research, are based on in-person and telephone due diligence meetings and a ranking algorithm for advisors who have a minimum of seven years of experience. Other factors include client retention, industry experience, compliance records, firm nominations, assets under management, revenue generated for the firms, and other factors.
See zhangfinancial.com/disclosure for full ranking criteria.



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FOCUS | BEST-MANAGED NONPROFITS

HOUSING

From Page 10

To help launch the largest program in its 20-year history and expand other supportive services, the Troy-based agency hired 50 new employees within three months, adding to nearly 100 existing staff.

Hitting hiring hard

To attract employees, it expanded its reach for job candidates, looking beyond the typical social worker requirement and other credentials normally required. Instead, it focused on needed skill sets. It also expanded its advertising and offered 100-percent remote and flexible work options, extensive training and competitive benefits, enabling it to attract a diverse group of candidates.

Over the last year, CHN has been working with a consultant to review its recruiting and hiring practices through a diversity, equity and inclusion lens and to improve those processes to ensure it is recruiting, hiring and supporting a diverse, equitable and inclusive workplace.

To quickly deploy CERA assistance, CHN streamlined its hiring process by reducing the time between recruitment and placement

from two to three weeks to one to two days.

At the same time, it stepped up its engagement and connection with its 100 existing employees, making the executive team accessible through virtual hours and providing "self-care retreat days." It also sent employees CHN "swag" including comfy socks and sweat-shirts to keep them comfortable while working from home, hosted drive-thru DoorDash gift card giveaways, an online holiday party and virtual mix-and-mingle events.

CHN has also worked to diversify its board. Members who have

CHN BUILDS AFFORDABLE, ACCESSIBLE HOUSING AND PROVIDES HOUSING ASSISTANCE THROUGH ITS CALL CENTER, WHICH FIELDS OVER 15,000 CALLS EACH YEAR.

run organizations with \$100 million budgets sit alongside individuals who are current program participants in CHN programs, something that creates a useful exchange and balances the conversation, CHN said.

Since 2020, the agency has assisted 5,990 households with eviction prevention and other housing crises and provided COVID-19 response aid for emergency housing and other basic needs to 2,100 individuals, more than double the number it served previously.

Contact: swelch@crain.com; (313) 446-1694; @SherriWelch

POTENTIAL

From Page 10

Like other agencies, it shifted to fully remote work to protect staff and clients during the pandemic. STEP developed a COVID-19 preparedness and response playbook for employees when stay-at-home orders were lifted and has updated it six times as guidance has changed.

More seats at the table

During the pandemic it became apparent that direct support employees were best positioned to help make decisions on how to best serve clients, STEP said. So the agency included them in decision-making processes and increased overall communication and transparency around decisions, which led to a greater feeling of efficacy among staff and increased confidence among senior leadership that the decisions being made were in the best interest of clients, STEP said.

The agency created a staff-led Workplace Culture Committee to coordinate staff appreciation events and other employee engagement and retention efforts.

It hosted regular staff appreciation efforts, including parties at Detroit Tiger Games at Comerica Park and trivia nights and raffled off monthly prizes like gift cards to lo-

cal restaurants and businesses and other giveaways.

These events offered everyone a bit of a respite from the stressful work environment and offered very low stakes but effective team building.

The moves have helped STEP maintain high staff retention rates, with 85 percent of its staff in place for over five years, nearly half with the agency for over 10 years and nearly a quarter for over 20 years, the agency said.

It saw 21 percent staff turnover during 2021 and 28 percent during the first months of 2022.

That's far below the national average of 43 percent turnover for di-

DIRECT SERVICE PROFESSIONALS, WHO MAKE UP THE MAJORITY OF ITS 155 STAFF MEMBERS, OFTEN PUT THE HEALTH AND WELL-BEING OF CLIENTS BEFORE THEIR OWN.

rect care professionals as reported in the 2021 Direct Support Professional Survey Report released by Relias, STEP said, and 45.2 percent turnover for health care and social assistance providers, as reported by the Bureau of Labor Statistics in 2020.

Employee satisfaction at the nonprofit is rising, it said.

A fall 2021 survey of staff reflected increased satisfaction high scores in areas including job satisfaction, working conditions, training offered and benefits offered, STEP said.

Contact: swelch@crain.com; (313) 446-1694; @SherriWelch

CRAIN'S LIST | NONPROFITS

Ranked by 2021 revenue

	ORGANIZATION, FISCAL-YEAR END ADDRESS PHONE; WEBSITE	TOP EXECUTIVE(S)	TOTAL REVENUE (\$000,000) 2021/2020	GROSS RECEIPTS (\$000,000) 2021	TOTAL EXPENSES (\$000,000) 2021	FUNDRAISING EXPENSES (\$000,000) 2021	PURPOSE OF NONPROFIT
1	PRESBYTERIAN VILLAGES OF MICHIGAN AND AFFILIATED ENTITIES (12/2021) 26200 Lahser Road, Suite 300, Southfield 48033-7157 248-281-2040; pvm.org	Roger Myers president and CEO Paul Miller president, PVM Foundation	\$217.7 ¹ \$204.9 ¹	\$217.7	\$209.2	\$0.6	Aging services network, providing housing and services to seniors
2	WAYNE METROPOLITAN COMMUNITY ACTION AGENCY (09/30/2021) 7310 Woodward Ave., Suite 800, Detroit 48202 313-873-6000; waynemetro.org	Louis Piszker CEO Mia Harnos COO	\$188.6 \$55.6	\$188.7	\$177.4	\$0.0	Eliminate poverty in Wayne County
3	NSF ² 789 N. Dixboro Road, Ann Arbor 48105 734-769-8010; nsf.org	Pedro Sancha ³ president and CEO	\$159.5 ⁴ \$124.6 ⁵	\$155.4	\$152.2	NA	Develops standards, provides product certification and education for public health and safety in the areas of food, water, consumer products and the environment
4	GLEANERS COMMUNITY FOOD BANK INC. (09/2021) 2131 Beaufait, Detroit 48207 313-923-3535; gcfb.org	Gerald Brisson president and CEO	\$126.7 \$120.8	\$128.3	\$117.1	\$4.3	To provide households with access to sufficient, nutritious food and related resources
5	JEWISH FEDERATION OF METROPOLITAN DETROIT/ UNITED JEWISH FOUNDATION (5/2021) 6735 Telegraph Road, Bloomfield Hills 48301 248-642-4260; jewishdetroit.org	Steve Ingber CEO	\$123.9 \$121.1	\$297.4	\$95.4	\$2.2	To take care of the needs of the Jewish people and build a strong and vibrant Jewish future in Detroit, in Israel and around the world
6	SAMARITAS (12/2021) 8131 E. Jefferson Ave., Detroit 48214 313-823-7700; samaritas.org	Sam Beals ⁶ CEO	\$107.9 \$99.8	\$173.2	\$99.4	\$1.2	To connect people with families and communities, empower them to live their fullest life possible, and create a ripple effect of transformation
7	UNITED WAY FOR SOUTHEASTERN MICHIGAN (6/2021) 3011 W. Grand Blvd., Suite 500, Detroit 48202 313-226-9200; unitedwaysem.org	Darienne Hudson CEO	\$95.0 \$89.0	\$101.5	\$74	\$3.3	To mobilize the caring power of Detroit and Southeastern Michigan to improve communities and individual lives in measurable and lasting ways
8	FORGOTTEN HARVEST INC. (06/2022) 15000 West Eight Mile Road, Oak Park 48237 248-967-1500; forgottenharvest.org	Kirk Mayes ⁷ CEO	\$91.6 \$138.3 ⁸	\$91.6	\$90.9	\$3.2	To relieve hunger in the Detroit metropolitan community by rescuing surplus, prepared and perishable food and donating it to emergency food providers
9	THE HENRY FORD (THE EDISON INSTITUTE INC.) (12/2021) 20900 Oakwood Blvd., Dearborn 48124 313-982-6001; thehenryford.org	Patricia Mooradian president and CEO	\$88.9 \$50.8	\$138.7	\$63.2	\$2.7	To provide unique educational experiences. To inspire people to learn from America's traditions
10	ORGAN PROCUREMENT AGENCY OF MICHIGAN (GIFT OF LIFE) (12/2021) 3861 Research Park Drive, Ann Arbor 48108 866-500-5801; giftoflifemichigan.org	Dorrie Dils president and CEO	\$85.0 \$69.3	\$85.8	\$82.3	\$0.0	Gift of Life Michigan facilitates organ and tissue donation from deceased donors for the state
11	THE SALVATION ARMY GREAT LAKES DIVISION ⁹ (09/2022) 16130 Northland Drive, Southfield 48075 248-443-5500; SAgreatlakes.org	John Turner Divisional Commander, Lieutenant Colonel	\$81.0 ¹⁰ \$77.3	\$75.5	\$81	\$5.7	Providing people with services to meet their physical, emotional and spiritual needs
12	COMMUNITY LIVING SERVICES INC. (9/2021) 35425 Michigan Ave. W., Wayne 48184 734-467-7600; comlivserv.com	Annette Downey president and CEO	\$79.9 ¹¹ \$80.9 ¹²	NA	NA	NA	To support people with developmental disabilities to experience a full life with dignity, health and opportunity for growth
13	DETROIT EMPLOYMENT SOLUTIONS CORP. (6/2021) 115 Erskine, 2nd Floor, Detroit 48201 313-876-0674; DESCmiworks.com	Terri Weems president	\$74.0 \$72.4	\$74.0	\$64.7	\$0.0	Workforce agency for city of Detroit, delivering services and programs to Detroit businesses and residents
14	AREA AGENCY ON AGING 1-B (9/2021) 29100 Northwestern Highway., Suite 400, Southfield 48034 800-852-7795; aaa1b.org	Michael Karson president and CEO	\$70.2 \$60.2	\$70.2	\$69.2	\$0.1	To preserve the independence, dignity and quality of life of older adults, adults with disabilities and family caregivers by supporting a comprehensive service-delivery system and providing access to community-based care
15	DETROIT AREA AGENCY ON AGING (9/2021) 1333 Brewery Park Blvd., Suite 200, Detroit 48207 313-446-4444; detroit seniorsolution.org	Ronald Taylor CEO	\$67.8 \$72.2	NA	NA	NA	To provide social services to seniors
16	EASTERSEALS MICHIGAN (9/2021) 2399 E. Walton Blvd., Auburn Hills 48326 248-475-6400; eastersealsmichigan.com	Brent Wirth president and CEO	\$63.9 \$40.3	\$65.2	\$44.4	\$0.6	To lead the way to 100 percent equity, inclusion and access for people with disabilities, families and communities.
17	DETROIT INSTITUTE OF ARTS (6/2021) 5200 Woodward Ave., Detroit 48202 313-833-7900; dia.org	Salvador Salort-Pons director, president and CEO	\$58.4 \$73.2	NA	NA	NA	To serve the public through the collection, conservation, exhibition and interpretation of art of a broad range of cultures
18	DETROIT ZOOLOGICAL SOCIETY (12/2021) 8450 W. 10 Mile Road, Royal Oak 48067 248-541-5717; detroitzoo.org	Hayley Murphy ¹³ executive director and CEO	\$55.2 \$31.1	\$62.7	\$36.9	\$1.3	The purpose of the Detroit Zoological Society is to ignite positive change for animals and nature.
19	MATRIX HUMAN SERVICES (11/2021) 1400 Woodbridge, Detroit 48207 313-962-5255; matrixhumanservices.org	Brad Coulter CEO	\$52.7 \$51.1	\$52.7	\$49.5	NA	Committed to helping children, teens, adults and seniors reach self-sufficiency through offering positive hand-up life experiences
20	GREENPATH FINANCIAL WELLNESS (12/2021) 36500 Corporate Drive, Farmington Hills 48331 248-553-5400; greenpath.org	Kristen Holt president and CEO	\$48.8 \$44.9	\$53.5	\$40.1	\$1.7	Provides financial counseling nationwide. Counseling services include: debt/credit, housing/pre-purchase, student loan and bankruptcy.
21	STARFISH FAMILY SERVICES (09/2021) 30000 Hivoley Road, Inkster 48141 734-728-3400; starfishfamilyservices.org	Ann Kalass CEO ¹⁴	\$47.4 \$42.4	NA	NA	NA	Provide programs and support services that focus on early childhood education and development, behavioral health wellness and empowered parents
22	THE GUIDANCE CENTER (9/2022) 13101 Allen Road, Southgate 48195 734-785-7700; guidance-center.org	Kari Walker president and CEO Laura Huot COO	\$40.6 \$44.8	\$40.6	\$41	\$0.3	Offers services to more than 15,000 children and adults every year in Wayne County in these key areas: early childhood, children and youth, adult services, intellectual and developmental disabilities, etc.
23	ALTARUM INSTITUTE (12/2021) 3520 Green Court, Suite 300, Ann Arbor 48105 734-302-4600; altarum.org	Michael Monson CEO, president and trustee	\$34.2 \$43.6	\$35.3	\$38.1	\$1.0	A nonprofit research and consulting organization that creates and implements solutions to advance health among vulnerable and publicly insured populations
24	FOCUS: HOPE (09/2021) 1400 Oakman Blvd., Detroit 48238 313-494-5500; focushope.edu	Portia Roberson CEO	\$33.2 \$30.5	\$33.2	\$30.7	\$0.7	To overcome racism, poverty and injustice and to build a community where all people may live in freedom, harmony, trust and affection
25	DETROIT SYMPHONY ORCHESTRA (8/2021) 3711 Woodward Ave., Detroit 48201 313-576-5131; dso.org	Erik Ronmark president and CEO	\$30.9 \$29.9	\$40.8	\$25.6	\$2.3	Musical experiences

Researched by Sonya D. Hill: shill@crain.com | This list of 501(c)(3) status nonprofit organizations is an approximate compilation of the largest such organizations in Wayne, Oakland, Macomb, Washtenaw and Livingston counties. Schools, hospitals, churches and associations are not included. It is not a complete listing but the most comprehensive available. Information was provided by the companies or from state or federal filings. Companies with headquarters elsewhere are listed with the address and top executive of their main Detroit-area office. Oakland Livingston Human Service Agency (OLHSA), which was No. 22 on last year is not included on the list because it has an extension to complete its 2021 Form 990. Macomb-Oakland Regional Center, which was No. 6 on last year's list did not respond before publication. Actual figures may vary. NA = not available. NOTES: **1.** Includes consolidated financials. **2.** Not-for-profit division. **3.** Succeeded Kevan Lawlor as president and CEO. **4.** Revenue is for the not-for-profit division. **5.** Nonprofit estimate. Revenue for the not-for-profit division. **6.** Will retire at year's end, handing oversight of the organization to chairman Dave Morin. **7.** Expected to depart the nonprofit at the end of the year. **8.** Nonprofit estimate. **9.** Formerly The Salvation Army - Eastern Michigan Division. The Eastern Michigan and Western Michigan Divisions joined as a new Great Lakes Division as of July 1, 2022. **10.** The 2021 and 2020 revenue numbers are for Eastern Michigan Division only. **11.** From 2021 annual report. **12.** Fiscal year ending in Sept. 30, 2020. **13.** Succeeded Ron Kagan in Nov. 1, 2021. **14.** Plans to retire by early 2023. To be succeeded by Roxanne Brinkerhoff who will join the nonprofit on Jan. 17.

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CRAIN'S LIST | FOUNDATIONS

Ranked by 2021 assets

	FOUNDATION ADDRESS; PHONE	TOP EXECUTIVE	ASSETS (\$000,000) 2021/2020	GRANTS AWARDED (\$000,000) 2021/2020	TYPE OF FOUNDATION	PURPOSE OF FOUNDATION
1	THE KRESGE FOUNDATION 3215 W. Big Beaver Road, Troy 48084 248-643-9630	Rip Rapson president and CEO	\$4,659.7 \$4,221.7	\$180.8 \$110.2	Private independent foundation	The organization's mission is to promote human progress. Kresge fulfills that mission by dismantling structural and systemic barriers to equality and justice and strengthening pathways to opportunity for low-income people in America's cities through grants, loans and other investment tools
2	WILLIAM DAVIDSON FOUNDATION P.O. Box 1688, Birmingham 48012 248-788-6500	Darin McKeever president and CEO	\$1,648.4 \$1,444.9	\$55.1 \$51.7	Private independent foundation	To advance for future generations the economic, cultural and civic vitality of Southeast Michigan, Israel and the Jewish community
3	COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN 333 W. Fort St., Suite 2010, Detroit 48226-3134 313-961-6675	Ric DeVore president	\$1,338.9 \$1,113.3	\$103.2 \$100.9	Community foundation	Creates permanent, positive change in Southeast Michigan through philanthropy
4	RALPH C. WILSON JR. FOUNDATION 3101 E Grand Blvd., Suite 200, Detroit 48202 313-885-1895	David Egner president and CEO	\$1,326.5 \$1,300.0	\$286.7 \$115.3	Private independent foundation	To fund programs aimed at active lifestyles, preparing for success, caregivers and entrepreneurship and economic development in Southeast Michigan and Western New York
5	JEWISH FEDERATION OF METROPOLITAN DETROIT/ UNITED JEWISH FOUNDATION 6735 Telegraph Road, Bloomfield Hills 48301 248-642-4260	Steve Ingber CEO	\$839.4 \$675.9 ¹	\$74.0 \$69.4	Community foundation	The foundation owns, manages and invests Jewish communal assets; it allocates funds for community needs and ensures that assets are available to promote the continuity of the Jewish people
6	THE SKILLMAN FOUNDATION 100 Talon Centre Drive, Suite 100, Detroit 48207 313-393-1185	Angelique Power president and CEO	\$631.4 \$519.9	\$18.4 \$17.0	Private independent foundation	A private foundation that nurtures the genius of Detroit children and youth. We invest in people and organizations who support young Detroiters to be the designers of their future and who pursue transformational systems change that centers youth power and racial equity/justice
7	MICHIGAN HEALTH ENDOWMENT FUND 7927 Nemco Way, #270, Brighton 48116 517-374-0031	Neel Hajra CEO	\$367.0 \$302.2	\$33.4 \$36.1	Private independent foundation	Seeks to improve the health of Michigan residents and reduce the cost of health care, with special emphasis on children and older adults
8	THE FRED A. & BARBARA M. ERB FAMILY FOUNDATION 215 S. Center St., Suite 100, Royal Oak 48067 248-498-2503	Neil Hawkins president	\$352.0 \$296.0	\$13.8 \$12.0	Private independent foundation	Advancing an environmentally healthy and culturally vibrant metropolitan Detroit and a flourishing Great Lakes ecosystem
9	MAX M. & MARJORIE S. FISHER FOUNDATION 2 Towne Square, Suite 920, Southfield 48076 248-415-1444	Douglas Bitonti Stewart executive director	\$319.3 \$281.1	\$15.6 \$18.0	Private independent foundation	Enrich humanity by strengthening and empowering children and families in need
10	MCGREGOR FUND 333 W. Fort St., Suite 2090, Detroit 48226 313- 963-3495	Kate Markel president and secretary	\$233.3 \$171.2	\$8.8 \$7.3	Private independent foundation	The geography of principal interest is the city of Detroit and Macomb, Oakland and Wayne counties, and its grantmaking prioritizes basic needs, recovery and restoration, and transformational skill building opportunities for teens and adults in poverty
11	HUDSON-WEBBER FOUNDATION 333 W. Fort St., Suite 1310, Detroit 48226 313-963-7777	Melanca Clark president, CEO, trustee	\$224.1 \$195.3	\$8.8 \$7.2	Private independent foundation	To improve the vitality and quality of life of the metropolitan Detroit community
12	ANN ARBOR AREA COMMUNITY FOUNDATION 301 N. Main St., Suite 300, Ann Arbor 48104 734-663-0401	Shannon Polk president and CEO	\$219.4 \$177.5	NA \$7.7	Community foundation	To enrich the quality of life in our region through knowledgeable leadership, engaged grantmaking and creative partnerships with donors to make philanthropic investments and build endowment
13	HERRICK FOUNDATION 660 Woodward Ave., Suite 2290, Detroit 48226 313- 465-7733	Lisa Herrick Parker president; Linda Herrick and Todd Herrick II vice presidents	\$190.6 \$170.0	NA NA	Private independent foundation	To improve the general welfare of society through support of education, medical and scientific research and social welfare charitable organizations
14	FORD MOTOR CO. FUND 1 American Road, Dearborn 48126 888-313-0102	Mary Culler chairman and president	\$173.8 \$161.8	NA NA	Private corporate foundation	Our mission is to strengthen communities and help make people's lives better.
15	VERA AND JOSEPH DRESNER FOUNDATION 6960 Orchard Lake Road Suite 149, West Bloomfield Twp. 48332 248-785-0299	Virginia Romano CEO	\$160.0 \$155.8	\$5.8 \$6.6	Private independent foundation	To transform lives through grants focused on health, youth and family and animal welfare
16	THE CARLS FOUNDATION 6001 N. Adams Road, Bloomfield Hills 48304 248-385-5517	Elizabeth Stieg CEO, executive director	\$158.9 \$148.1	\$5.9 \$4.4	Private independent foundation	Supports children's medical, including health care facilities and programs with emphasis on hearing impairment, human services for children, and preservation of natural areas through conservancies
17	THE CHILDREN'S FOUNDATION ² 3011 West Grand Blvd., Suite 218, Detroit 48202 313-964-6994	Lawrence Burns ³ president and CEO	\$150.7 \$138.0	\$6.5 \$6.8	Community foundation	The Children's Foundation is a foundation focused on the health and well-being of the children of Michigan and their families by working in collaboration with other organizations in the community
18	ETHEL AND JAMES FLINN FOUNDATION 333 W. Fort St., Suite 1950, Detroit 48226-3134 313-309-3436	Andrea Cole executive director and CEO	\$79.0 \$71.5	\$3.0 \$2.3	Private independent foundation	To improve mental health services for children, adolescents and adults, with a primary focus on Wayne, Oakland, Macomb and Washtenaw counties
19	THE LLOYD AND MABEL JOHNSON FOUNDATION 10315 Grand River, Suite 301, Brighton 48116 810-229-6380	Dan Miller executive director	\$70.5 \$61.5	\$3.0 \$2.0	Private independent foundation	To reduce human suffering and enrich quality of life through health and education services and Christian ministries in Michigan
20	THE HOPE FOUNDATION (THE HOPE FOUNDATION FOR CANCER RESEARCH) 24 Frank Lloyd Wright Drive, Suite 3600A, Ann Arbor 48105 734-998-6888	Johanna Horn president	\$67.0 \$59.9	NA \$1.4	Public foundation	A public charity with the mission of raising and contributing funds for the treatment and prevention of cancer. The Hope Foundation supports the work of SWOG, one of the largest Cancer Clinical Trials Cooperative Groups, funded in part by the National Cancer Institute
21	DEROY TESTAMENTARY FOUNDATION 26999 Central Park Blvd., Suite 160, Southfield 48076 248-827-0920	Julie Rodecker president and trustee	\$63.7 \$58.5	\$2.3 \$2.5	Private independent foundation	To provide funding support for youth and adult welfare, community enrichment, education, health care, and arts & culture, in order to improve the quality of life and promote the well-being of individuals in the community.
22	THE JEWISH FUND 6735 Telegraph Road, Bloomfield Hills 48301 248-203-1487	Margo Pernick executive director	\$63.2 \$68.1	\$2.4 \$2.3	Public foundation	To support the overall health care and social welfare needs of the Jewish and general communities in the greater Detroit metropolitan area
23	BLUE CROSS BLUE SHIELD OF MICHIGAN FOUNDATION 600 E. Lafayette Blvd. Mail Code 0210, Detroit 48226 313-983-2924	Audrey Harvey executive director and CEO	\$61.9 \$56.5	\$2.1 \$1.3	Public foundation	To support health care research and innovative programs designed to improve the health of all Michigan residents
24	THE NEW COMMON SCHOOL FOUNDATION 7401 Emily Street, Detroit 48234 313-368-8580	W. Clark Durant president and treasurer	\$40.2 \$33.4	\$0.0 NA	Public foundation	The mission of the foundation is to build a sustainable model of excellence for a new common school within a broad beloved, and committed community and to replicate the model
25	RICHARD & JANE MANOOGIAN FOUNDATION 21001 Van Born Road, Taylor 48180 313-274-8799	Richard Manoogian president	\$36.3 ⁴ \$38.2	NA NA	NA	Support for higher education, culture and the arts

Researched by Sonya D. Hill: shill@crain.com | This list of largest grant-making foundations is an approximate compilation of the largest such organizations in Wayne, Oakland, Macomb, Washtenaw and Livingston counties. It is not a complete listing but the most comprehensive available. Information was provided by the foundations or from state or federal filings. NOTES: **1.** Includes consolidated financials. **2.** Formerly Children's Hospital of Michigan Foundation **3.** Will step down at year's end. To be succeeded by Andrew Stein as president and CEO. **4.** From ProPublica.org.

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CRAIN'S LIST | PHILANTHROPIC GIFTS

Ranked by gift amount

	COMPANY ADDRESS PHONE; WEBSITE	GIFT AMOUNT (\$000,000)	GIVER	APPROXIMATE DATE ANNOUNCED	GIFT PURPOSE
1	UNIVERSITY OF MICHIGAN Ann Arbor 48109 734-764-1817; umich.edu	\$25.0	Leinweber Foundation	Oct. 2021	A gift from a metro Detroit tech executive will result in a new computer science building for the University of Michigan. The \$25 million gift from the Leinweber Foundation, founded by software executive Larry Leinweber, will fund a 163,000-square-foot building on the university's North Campus and will be named the Leinweber Computer Science and Information Building.
2	DETROIT PUBLIC SCHOOLS COMMUNITY DISTRICT 3011 W. Grand Blvd., Fisher Building, Detroit 48202 313-240-4377; detroitk12.org	\$20.0	MacKenzie Scott	Nov. 2022	The district plans to use the funds to raise student achievement by implementing its literacy and math intervention model at scale, especially targeting lower grade levels, DPSCD Superintendent Nikolai Vitti said.
3	HOLOCAUST MEMORIAL CENTER ZEKELMAN FAMILY CAMPUS 28123 Orchard Lake Road, Farmington Hills 48334 248-553-2400; holocaustcenter.org	\$15.0	Family of Alan Zekelman and Zekelman Industries	Dec. 2021	From the family of its board treasurer, Alan Zekelman and Zekelman Industries. The gift will support the center's goal to raise a \$65 million board-designated endowment. The rest of the campaign will fund the center's operation over the next five years, update its core exhibit to include personal stories from Holocaust survivors and expand virtual education opportunities.
4	UNIVERSITY OF MICHIGAN-ANN ARBOR 3003 S. State, Suite 9000, Ann Arbor 48109 734-764-6000; www.leadersandbest.umich.edu	\$14.7	Eileen Lappin Weiser	Feb. 2022	Alum Eileen Lappin Weiser is establishing The Eileen Lappin Weiser Learning Sciences Center in the School of Education. A press release from the university said that the gift will help reshape teaching and learning to meet the needs of all different kinds of learners and prepare them for the jobs of the future
5	MICHIGAN MEDICINE ¹ 1500 E. Medical Center Drive, Ann Arbor 48109 734-936-4000; med.umich.edu	\$10.0	Weil Family Foundation	Jan. 2022	To support research and innovation in critical care. In recognition of the gift, Michigan Medicine said it will rename its critical care institute the Max Harry Weil Institute for Critical Care Research and Innovation at the University of Michigan.
6	MOTOWN MUSEUM 2648 W. Grand Blvd., Detroit 48208 313-875-2264; motownmuseum.com	\$5.0	Gilbert Family Foundation and Rocket Companies	Aug. 2022	Motown museum expansion
6	HENRY FORD HEALTH 1 Ford Place, Detroit 48202 800-436-7936; henryford.com	\$5.0	Heather and Ron Boji	May 2022	The donation will support the dynamic HFH + MSU partnership and help to fund the Health Sciences Center for joint research work, a facility that will serve as the initiative's epicenter of discovery and innovation.
6	HABITAT FOR HUMANITY OF OAKLAND COUNTY INC. 150 Osmun St., Pontiac 48342 248-338-1843; habitatoakland.org	\$5.0	MacKenzie Scott	March 2022	Gift will be used to expand the nonprofit's mission and continue to help address the housing crisis in Oakland County
6	DETROIT INSTITUTE OF ARTS 5200 Woodward Ave., Detroit 48202 313-833-7900; dia.org	\$5.0	Mort and Brigitte Harris Foundation	Sept. 2022	The foundation of Mort Harris, the late co-founder of American Axle & Manufacturing, and his wife to the Detroit Institute of Arts will fund a new collection focused on automotive, industrial, and decorative design
10	THE HENRY FORD (THE EDISON INSTITUTE INC.) 20900 Oakwood Blvd., Dearborn 48124 313-982-6001; thehenryford.org	\$3.0	Mort & Brigitte Harris Foundation	May 2022	Will create the Mort Harris Health and Wellness Center in Dearborn. The Henry Ford said it will also name the central gallery space within the "Heroes of the Sky" exhibition in the Dearborn museum as the Mort Harris Aviation Gallery in recognition of the gift.
11	MICHIGAN HUMANE 30300 Telegraph Road, Suite 220, Bingham Farms 48025-4509 866-648-6263; michiganhumane.org	\$2.5	Ralph Caplan	April 2022	A director on Michigan Humane's board and retired former owner of a wholesale distributor, made a five-year, \$2.5 million lead gift to the new operating campaign. The gift will help the nonprofit close its budget deficit this year and fund increased operating costs in the years ahead
11	COREWELL HEALTH (FORMERLY BSHS SYSTEM) ² NA; formichiganbymichigan.org	\$2.5	Eugene and Marcia Applebaum Family Foundation	2022	For the Marcia & Eugene Applebaum Simulation Learning Institute, Beaumont, Royal Oak
13	GIRL SCOUTS OF SOUTHEASTERN MICHIGAN 1333 Brewery Park Blvd. Suite 500, Detroit 48207 NA; gssem.org	\$2.4	MacKenzie Scott	Oct. 2022	Possible uses for the unexpected donation include: expanding science, technology, engineering and math programs for girls, particularly those pursuing the nonprofit's highest honor, a Girl Scout Gold Award; strengthening the organization's arts curriculum through real-world partnerships with local artists and other programs; create more equitable membership opportunities in communities that have been under-engaged through diversity, equity and inclusion and racial justice initiatives, reimagining the troop experience model to break down accessibility barriers, and collaborating with families and communities to support the well-being and development of all girls
14	HENRY FORD HEALTH 1 Ford Place, Detroit 48202 800-436-7936; henryford.com	\$2.0	A.A. Van Elslander Foundation	May 2022	This gift is to establish the Philip C. Hessburg, M.D. – Art Van Elslander Chair in Ophthalmic Research, which will constitute a permanent endowment fund to support the educational research initiatives at Henry Ford Health by the Detroit Institute of Ophthalmology (DIO).
14	HENRY FORD HEALTH 1 Ford Place, Detroit 48202 800-436-7936; henryford.com	\$2.0	Ruth Ann McVay	July 2022	This is a planned gift that comes from the estate of Ruth Ann McVay and is supporting research and innovation in 3 areas: ovarian cancer, lung cancer and stroke
14	COREWELL HEALTH (FORMERLY BSHS SYSTEM) ² NA; formichiganbymichigan.org	\$2.0	Dominic & Frances Mocerì Family	Jan. 2022	For the Dominic and Frances Mocerì Medical Intensive Care Unit, Beaumont, Troy
17	HENRY FORD HEALTH 1 Ford Place, Detroit 48202 800-436-7936; henryford.com	\$1.5	Peter and Julie Cummings	Dec. 2021	The gift establishes the Peter D. and Julie F. Cummings Endowed Chair in Head & Neck Cancer Surgery to support innovative care and research.
17	COREWELL HEALTH (FORMERLY BSHS SYSTEM) ² NA; formichiganbymichigan.org	\$1.5	Max and Debra Ernst	2022	For the Max & Debra Ernst Heart Center, Beaumont, Royal Oak
17	BIG BROTHERS BIG SISTERS OF METROPOLITAN DETROIT 7700 Second Ave, Suite 602, Detroit 48202 313-309-9245; bbbbsdetroit.org	\$1.5 ³	MacKenzie Scott	July 2022	The \$1.5 million is part of a larger \$122.6-million grant Scott gave to the Big Brothers Big Sisters of America organization. This is the largest donation the local chapter has received to date.
20	COREWELL HEALTH (FORMERLY BSHS SYSTEM) ² NA; formichiganbymichigan.org	\$1.3	The Donald Ross Family Trust	2022	Area of greatest need, Beaumont, Farmington Hills
21	HENRY FORD HEALTH 1 Ford Place, Detroit 48202 800-436-7936; henryford.com	\$1.2	Barbara L. Freedman	Sept. 2021	Gift supports the C. Paul Hodgkinson M.D. Chair in Obstetrics & Gynecology, which provides resources to advance education and research activities of the Department of Obstetrics and Gynecology at HFH, with special emphasis on advancing the clinical excellence of gynecologic urology.
21	COREWELL HEALTH (FORMERLY BSHS SYSTEM) ² NA; formichiganbymichigan.org	\$1.2	Lawrence O. Erickson	2022	For the Heart Fund for cardiac care, research and education, Beaumont, Royal Oak
23	COREWELL HEALTH (FORMERLY BSHS SYSTEM) ² NA; formichiganbymichigan.org	\$1.2	Marjorie A. Mopper	2022	Coleman and Shirley A. Mopper Pancreas Cancer Fund, Beaumont, Royal Oak
24	FRIENDS OF THE CHILDREN-DETROIT 2470 Collingwood, Detroit 48206 313-757-8077; friendsdetroit.org	\$1.1	MacKenzie Scott	Aug. 2022	Received \$1.1 million as part of a \$44 million gift made to the national organization by MacKenzie Scott. The gift from Scott will enable the local chapter to sustain and accelerate its presence in Detroit, expanding the number of youth and families it serves by bringing on additional mentors, enabling it to provide more resources to families and caregivers to overcome barriers and to expand access to behavioral and mental health resources

Researched by Sonya D. Hill: shill@crain.com | This list is an approximate compilation of the largest philanthropic gifts to individual organizations in Wayne, Oakland, Macomb, Washtenaw and Livingston counties. Anonymous gifts are not included because the purpose of the list is to highlight specific givers and philanthropists and not just the gift amounts. Other nonprofits have also received MacKenzie Scott gifts but the amount were not divulged and thus not included on this list. It is not a complete listing but the most comprehensive available. NOTES: **1.** Formerly University of Michigan Health System. **2.** Beaumont Health and Spectrum Health merged as an integrated health system with the temporary name, BSHS Health on Feb. 1. Rebranded as Corewell Health in October. **3.** From *Detroit News*

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