



INDIANA HEALTH CENTERS

2021 Annual Report

ABOUT INDIANA HEALTH CENTERS

SERVING INDIANA SINCE 1977

Indiana Health Centers, Inc. (IHC) is a Federally Qualified Health Center (FQHC) that has provided health care to underserved areas of Indiana since 1977. IHC operates nine health centers in seven different Indiana counties, and provides care to the migrant population with a mobile unit during the harvest season. IHC provides medical, dental, and behavioral health care to all who seek care, regardless of their ability to pay. IHC health centers serve people who have Medicaid, Medicare, HIP, most commercial insurance companies, and provides a sliding fee scale for those without insurance.



OUR MISSION

To provide high quality, affordable, patient-centered health care to underserved areas of Indiana.

OUR VISION

To be THE medical home of choice for patients, create an empowering work environment for staff, and develop strong collaborative relationships with stakeholders in all service areas.

LETTERS FROM OUR LEADERSHIP



*Elvin Plank
President/CEO*

The pandemic that began in 2020 continued through 2021 and continues to provide challenges to health care providers. The IHC Board, Executive Leadership Team, Local Management Teams, and our staff have continued to do a wonderful job being prevalent with new methods of providing services in safe environments and meeting the needs of our patients. Our staff and providers continue to provide telehealth services to patients that need it in that method. IHC provides healthcare services from nine health centers located in seven Indiana counties. IHC also provides primary care services to migrant workers through a mobile unit during the summer and fall months in four different locations. The IHC staff in Marion, IN, has done a great job making sure that the migrant workers' needs were met during this difficult pandemic time. IHC also provides WIC services to families in seven Indiana counties. The number of individuals receiving WIC services in these seven counties has exceeded the

budgeted numbers every month in 2021. I am so grateful for all the hard work that our staff has provided during this difficult time for residents who would have a very difficult time accessing healthcare and WIC services if IHC centers were not in their locations. It is so obvious to me that our staff is completely devoted to ensuring that people who live in the areas we serve have access to affordable health care and WIC services. As previously stated, I am very grateful that IHC receives leadership direction from a Board of Directors that is very diverse and represents all of the counties where IHC services are delivered. Their participation in discussion and decision making during this difficult pandemic time period has been phenomenal. Again, it is very obvious to me that our board members, leadership teams, and staff are so devoted and committed to the IHC mission of providing care to the residents of our communities regardless of their ability to pay, and that we are a great resource for the people we have served during this difficult pandemic time period. I again want to express a big thank you to the IHC Board of Directors, members of our Community Involvement Committees, our Executive Leadership Team, our Local Management Teams, and all members of our staff for the excellent services they have continued to provide during this difficult pandemic time period.



*Reverend James King
Board Chairman*

As I reflect on the past 24 months, I have to rethink what it really means to be a servant. Right in front of our eyes we have witnessed the world go into a tailspin with the political climate, social justice, violence, and all on top of a pandemic that has taken hundreds of thousands of lives across the entire world.

We in the medical field have had to endure the pain of going above and beyond the call of duty to serve those in need. You won't find anyone who has not been touched by the issues that are facing our nation. It gives me great pleasure to be a part of Indiana Health Centers. The leadership and staff show exceptional kindness and humanity to whoever steps through the doors of any one of our clinics.

I am proud of the Board of Directors who, through the selfless use of their time, talents, perspectives, and expertise, allow me to serve as Chairman in 2021-2022. I thank you all who serve at Indiana Health Centers in your specific roles for making IHC the best clinic throughout the state of Indiana.

ELVIN PLANK

CEO/PRESIDENT, 2013-2022





*Elvin Plank
BSU Class of 1973*

Elvin Plank was raised on a 100-acre farm in rural Illinois in an Amish community. He was drafted by the local draft board at 20 years old to serve as a 1-W, or conscientious objector. As an alternative

to serving in the military he worked in a hospital setting that was approved for service, and there he was inspired to pursue a degree in the medical field. He enrolled at Ball State University in their four year nursing program with a desire to have a career in healthcare management. It was at BSU that he met his wife, Lisa, on the first day of freshman orientation. Elvin graduated with a Bachelor of Science nursing degree in 1973. He was the first male student to graduate from this program.

After graduation, he worked for the Kidney Dialysis and Transplant Unit at Methodist Hospital. At the time it was a new, emerging field of medicine and he enjoyed being a part of the cutting edge technology.

He worked for several years as the Director of Nursing at University Heights Hospital in Indianapolis (now Community Hospital South). One of his projects included working with architects to design the new hospital building. He credits this experience with inspiring his joy of construction in medical environments.

In the 1980's he was named Maternal Child Health Director at the Marion County Health Department. At the time the county had a Black infant mortality rate of 24.5 deaths per 1000, which was the highest of similar-sized communities in the nation. Elvin worked tirelessly with community leaders and stake-

holders to reduce this number through intervention, education, and improved access to prenatal care.

He also served as Chief Operations Officer at HealthNet in Indianapolis. During his time there, HealthNet expanded its services to communities that lacked adequate access to primary healthcare. He also helped design and build new HealthNet clinics around the city.

Elvin started as CEO/President of Indiana Health Centers in 2013 after a year without a permanent CEO. In his nine years as CEO, he has opened two new locations (IHC CHC of Bendix and IHC-Owen County), relocated IHC Project Homecoming (now IHC Michigan Street) in South Bend to partner with Center for the Homeless, and expanded the WIC program to include Fulton County. He helped bring maternity services to IHC-Owen County, an area in need of OB/GYN services. He also oversaw the design and expansion of IHC at Kokomo and IHC Jackson County.

In 2022, Elvin was awarded the José E. Camacho Grassroots Advocacy Award, presented by the National Association of Community Health Centers (NACHC), for his lasting contributions to ensuring the creation, survival, and strength of Community Health Centers and the health center movement.

Many IHC staff members have expressed their best wishes for his retirement and one resounding sentiment has been echoed in their wishes: his kindness, caring, and personal relationships with all staff members have inspired us all to pay it forward to the patients in our communities. His servant's heart drives his passion for care in underserved communities and he leaves big shoes to fill. Congratulations on your retirement, Elvin! We wish nothing but safe travels for you and Lisa.

SOUTHERN INDIANA LOCATIONS

SEYMOUR - SPENCER

What our patients are saying:

"All the staff are very professional and personable. I was treated very kindly and compassionately by each and every person I encountered.

They listen, they act.

They CARE!"

-IHC-Owen County patient

"I really like my doctor, she is really good with me and if I have concerns, she helps. I really enjoy my visits with her. I recommend IHC to anyone."

-IHC Jackson County patient



Top: Staff work in their new facility at IHC Jackson County. Bottom: IHC-Owen County employees dress up for 80's day during National Health Center Week.

MEDICAL
VISITS

20,432

DENTAL
VISITS

2,643

BEHAVIORAL
HEALTH VISITS

1,573

IHC STAFF
MEMBERS

50

NORTH CENTRAL INDIANA LOCATIONS

LOGANSPOUR - KOKOMO - MARION - PERU



Top: Kokomo staff release balloons during their National Health Center Week celebration.
Bottom: Logansport employees collected and donated diapers and other baby supplies to the local homeless shelter.

What our patients are saying:

"IHC does an amazing job serving SO MANY people in this city. Really good service, really good doctors."

-IHC at Kokomo patient

"I have never been more satisfied with my care team than I am here. Best team ever! 5 stars!"

-IHC at Marion patient

"Love this place! Staff are so nice and laid back. The doctors are helpful and respectful. I recommend this place for anyone."

-IHC Logansport patient

"Professional but also very friendly. Doctors truly listen and take their time with patients... nurses as well. Receptionist and office staff are understanding and helpful and always make me smile."

-IHC Peru patient

MEDICAL
VISITS

44,339

DENTAL
VISITS

4,816

BEHAVIORAL
HEALTH VISITS

629

IHC STAFF
MEMBERS

98

NORTHERN INDIANA LOCATIONS

BENDIX - MICHIGAN STREET - SOUTH BEND



Top: Bendix and Michigan Street employees faced off in a friendly soccer game in June.
Middle & bottom: South Bend employees pass out items to community members and celebrate during National Health Center Week in August.

What our patients are saying:

"The staff is very professional. They listen to my knowledge of what is going on and are willing to do what is best for me and my family. I could not ask for a better group of people."

-IHC CHC of Bendix patient

"IHC is a very good clinic. I'll recommend anyone there. The staff are very friendly and they don't keep you waiting forever like other clinics. My family loves going there... keep up the great work IHC."

-IHC at South Bend patient

"I appreciate IHC. They're very caring and always treat me with respect. Thank you!"

-IHC Michigan Street patient

MEDICAL
VISITS

26,623

DENTAL
VISITS

4,093

BEHAVIORAL
HEALTH VISITS

627

IHC STAFF
MEMBERS

73

INDIANA WIC PARTNERS SINCE 1977

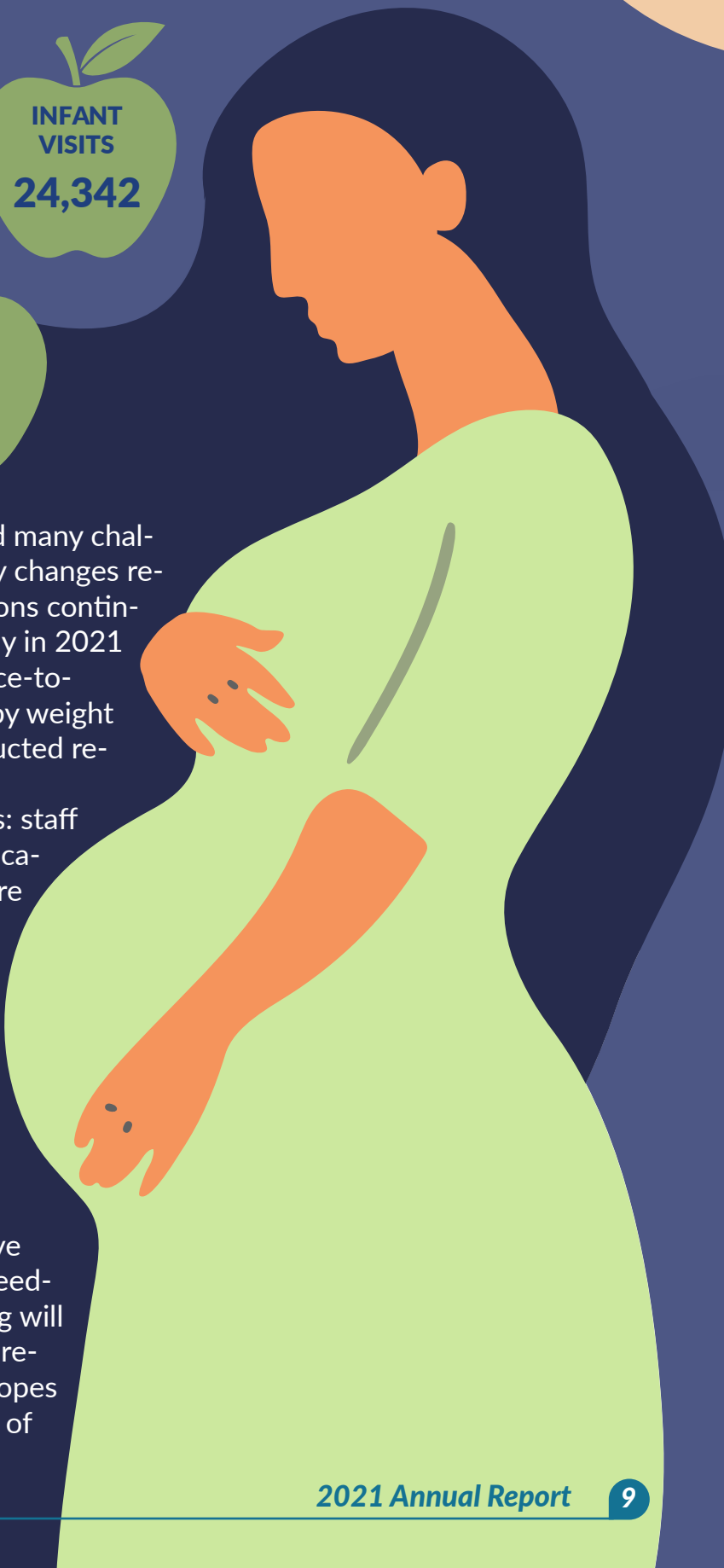


Indiana Health Centers' WIC offices tackled many challenges in 2020, and many of those temporary changes remained in place for 2021. All IHC WIC locations continued working and meeting with clients virtually in 2021 due to COVID-19. Staff were available for face-to-face visits as needed (breastfeeding help, baby weight checks, etc.) but all other business was conducted remotely.

There were some benefits to these changes: staff members could cover for other staff at any location as needed, and clients seemed to be more relaxed and engaged during phone appointments. Staff noticed that clients asked more thoughtful questions that led to informative conversations.

In 2021, IHC's WIC team added a Designated Breastfeeding Expert and Breastfeeding Coordinator Assistant as a full-time staff member. This addition will greatly enhance IHC's ability to serve breastfeeding mothers.

IHC WIC is looking forward to some positive changes in 2022, including extensive breastfeeding training for all staff members. This training will improve skills as they promote and support prenatal and breastfeeding mothers. Staff also hopes to continue to see an increase in the number of families they serve.



STEPHANIE

IHC PATIENT SINCE 2018



When Stephanie received a drug conviction in Elkhart County, the court required her to go to rehab. She received medical care through a partnership between the YWCA and Indiana Health Centers, which is where she first met Susana Lagunas, FNP, as her provider. She explained that she has a 'severe fear of needles' and didn't want to get a TB test, but Susana was very calming and walked through the process with her. When Stephanie was looking for a medical home that accepted Medicaid in the South Bend area, she found IHC Michigan Street and realized she was already established as a patient there through the YWCA.

Stephanie was an IV drug user for seven years and found out that she had contracted Hepatitis C (HCV, a viral infection that affects the liver) while she was in jail. Someone she knows had received treatment for HCV through IHC and was cured, and recommended that she ask her provider about treatment there. Stephanie again met with Susana Lagunas, who is specially trained to treat HCV, and started receiving Epclusa treatment. She has since completed her twelve week treatment, continues to remain free of Hepatitis C, and is thankful for her relationship with Susana. "She is very understanding and very professional. With my fear of needles and having to get blood drawn, she is always just there and understanding and caring about my needs. They figured out they had to lay me down for blood draws because I'll faint. Her whole staff is very caring. Susana, to me, is one of the kindest people I've ever met."

SUSANA LAGUNAS, FNP-BC/HIV SPECIALIST/MAT PROVIDER IHC PROVIDER SINCE 2017

In April 2019, Susana Lagunas, Family Nurse Practitioner, attended a substance abuse conference hosted by the Indiana Department of Health. For her, it was a big revelation as she learned about the public health crisis with Hepatitis C (HCV), HIV, and substance abuse disorder. She noted that it hit home when each session kept stating that these infections disproportionately affected underserved populations including homeless individuals, minorities (especially Black and Hispanic) and people who inject drugs. At that moment, she knew she had to help.



She enrolled in a Hepatitis C curriculum offered by the University of Washington Infectious Diseases Education and Assessment (IDEA) Program. She also participated in the Hepatitis C ECHO project (Extension for Community Healthcare Outcomes) through the Fairbanks School of Public Health. This program provides specialty HCV education and training for primary care providers.

Approximately 55% of individuals with HCV are unaware that they carry the virus, so it's very important that providers screen for it. IHC Michigan Street's Case Manager, Cynthia Victoria-Jaimes, has established collaborations with local agencies to distribute information about the services they provide, including HCV management. Because of this, IHC Michigan Street has become a referral site of choice because of their convenient location and efficient scheduling. Currently, IHC at Marion also provides HCV care and IHC South Bend is preparing to.

Susana is thankful for her team and believes Stephanie's story is a great example of what IHC offers. "In Stephanie's case the team at IHC Michigan Street was able to fulfill its mission. As a PCMH (Patient Centered Medical Home) we were able to offer onsite laboratory testing, case management services, Hepatitis C counseling, medication pre-approval and close follow up, all on-site. The whole team was incredibly happy to provide her with the news that she was cured from her Hepatitis C infection!"

BY THE NUMBERS

FINANCIALS (UNAUDITED)

REVENUE

Net Patient Services Revenue	\$	16,758,635
Federal Grants		7,579,627
State Grants (WIC & CHC)		3,565,964
In-kind Donations		1,900,550
Other Revenue		2,613,885
Total Operating Revenue	\$	32,418,661

EXPENSES

Wages	\$	17,211,977
Benefits		5,755,944
Other Operating Expenses		8,769,254
Total Operating Expenses	\$	31,737,175

NET ASSETS

Total Assets	\$	17,087,157
Total Liabilities		3,319,684
Net Assets	\$	13,767,473

In 2021, IHC received HHS provider relief funds of \$471K to supplement lost 2020 revenue.

BY THE NUMBERS

PATIENT CARE

**MEDICAL
VISITS**

91,394

**DENTAL
VISITS**

11,552

**BEHAVIORAL
HEALTH VISITS**

2,829

**TOTAL NUMBER OF
PATIENTS SERVED**

32,539

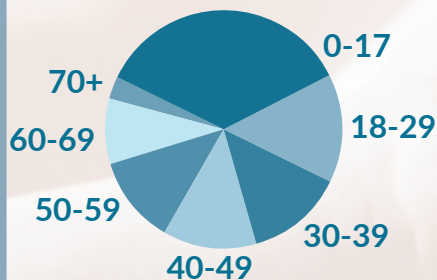
**MIGRANT WORKER
PATIENTS SERVED**

407

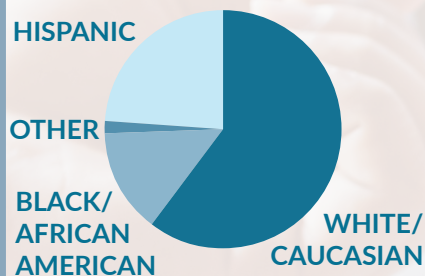
**HOMELESS
PATIENTS SERVED**

435

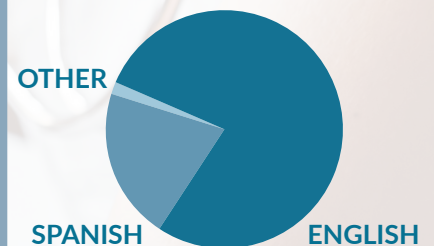
**PATIENTS
BY AGE**



**PATIENTS BY
RACE/ETHNICITY**



**PATIENTS
BY LANGUAGE**



**TELEMEDICINE
VISITS**

7,831

**VACCINATIONS
ADMINISTERED**

21,026

**COVID-19 TESTS
PERFORMED**

8,375

A NEW SPACE

JACKSON PRACTICES CONSOLIDATE

In 2003, Indiana Health Centers launched their sixth health center, located in Seymour, IN. IHC Jackson County offered medical and dental services to the community and quickly reached their capacity in the building where they were originally located. In 2016, IHC began leasing a part of the Pardieck Law Building (across the street from the main clinic) to expand the number of exam rooms and ultimately serve more patients. This new space was named the IHC Jackson County Annex.

There were logistical challenges to running one medical practice in two separate locations, and in 2019, IHC purchased the Annex space and started to plan. The purchase of the building also provided additional floors and a larger space than the previous two clinics before, which meant all staff and patients could now fit into one building.

Halstead Architects started planning the renovation in 2020, and Patterson-Horth began construction in early 2021. With 20 new patient exam rooms, IHC started seeing patients in the new space in December 2021.

Practice Manager Amie Brunner believes that having everyone in one location helps with ease of access, makes better use of staffing and resources, and decreases confusion



for visiting patients. She also believes it helps streamline communication and leads to better workflows in the office and in patient care. “The staff and patients are happy with the new space and happy to get all services offered in the same location,” she stated. “We are all happy to know that we have a long future of serving Jackson County and surrounding counties here.”

Staff members also appreciate the new space. Bridget Garlick, Medical Assistant, believes the space is beneficial to both staff and patients. “I hear providers asking other providers their opinion on a complicated patient they are seeing. Everyone’s teamwork is amazing.” She loves the new space and would like to thank IHC for giving Seymour a beautiful place to work. “I feel proud to walk through the door every day. The upgrade is exactly what we needed. It’s a medical office to be proud of!”

Top: The newly renovated front entrance and repaired exterior. A vestibule entryway was added, while the ‘100’ tile from the old address and the Pony Express emblem remain on the east side of the building. Bottom: IHC Jackson County’s new waiting room.





TRACY RIDDLE, RN/BSN & TAMMY ADCOCK, RN/BSN **EMPLOYEES SINCE 2016 & 2010**

While Tammy Adcock and Tracy Riddle are both leaders at IHC, they're also sisters. Tammy joined IHC Grant County WIC as a nurse in 2010 after working in other medical environments, and when a nursing position opened up at IHC at Marion in 2016, she encouraged her sister Tracy to apply. As best friends, they loved the idea of working in the same location, and Tammy believed her sister could bring some positive energy to the practice. Eventually, both sisters were promoted to managing positions at their locations, Tammy to WIC Site Supervisor and Tracy to Practice Manager. Grant Co. WIC also relocated to a larger space in Marion.

Both find their jobs rewarding for similar reasons: what they can offer in addition to primary medical care. Tammy works with mothers and children and loves being able to teach and support families and help

them find resources to improve their lives. "Children don't come with a user guide. Wellness visits with doctors are very quick and providers don't have time to go over all the things we can cover at WIC." As for Tracy, she loves that their services include medical care, case management and behavioral health therapy all in one location. "By providing these services we are also able to help improve a patient's overall quality of life, and in turn, health."

The sisters, who many mistake for twins, visit their parents together every weekend and often take vacations together with their families. They even plan to retire together in connected houses on the beach with their husbands. Tammy added, "She is my best friend. We have been together through the good and bad times. I couldn't imagine life without my sister."

PCMH CERTIFICATION

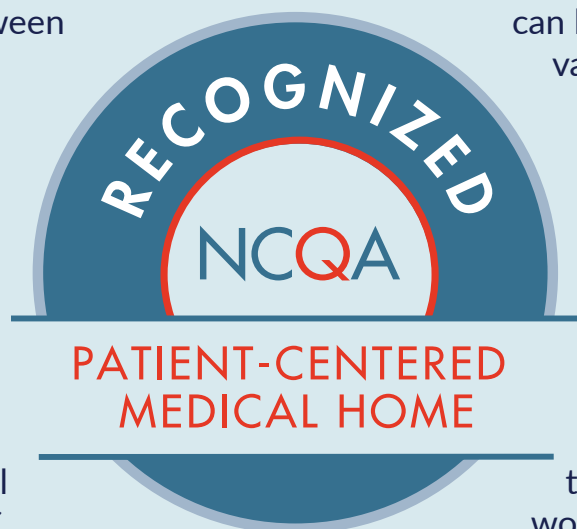
BETTER EXPERIENCES, BETTER OUTCOMES

Patient-Centered Medical Home, or PCMH, is a care delivery model where the patient's treatment is coordinated through their Primary Care Provider (PCP) to ensure they receive necessary care when and where they need it, and in a manner they can understand. This partnership between providers, patients, their families, and other support organizations ensures that patients have the education and assistance they need to make decisions and participate in their own care.

After a year of concerted efforts, IHC received Certificates of Recognition at all clinic locations in 2021. IHC met more than 60 criteria in six categories to earn the recognition. This meant creating new policies and procedures and showing proof of implementation to the NCQA (National Committee for Quality Assurance).

PCMH also helps guide IHC toward more effective care. According to Chad Springer, Chief Operations & Quality Officer, "Recognition helps improve the quality of care we provide to our patients while reducing healthcare costs. Because of this, it can help IHC transition to new value-based care payment models. Ultimately, PCMH equates to a better overall patient experience and outcomes for our patients and improved communications between all members of the patient's care team."

COQO Springer wishes to thank all staff members who worked hard on this important initiative. He especially wants to thank Brianna Ruby, Executive Assistant, for her organization, knowledge, and assistance, and Felicia Wallace, Practice Manager, for being his 'right-hand woman' and a great resource for staff throughout the process.



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COMMUNITY GARDEN

BENDIX GIVES BACK

In 2020, IHC Community Health Center of Bendix staff created a community garden where all of the produce that they grew would be available for patients and community members to take home for free. They built three raised garden boxes behind their facility and their project bloomed. In 2021, they held a planting day in June and expanded their garden to grow greens, kale, cucumbers, zucchini, yellow squash, peppers and melons, as well as tomatoes in pots along their back wall. Employees placed seedlings in the waiting room where patients could watch them grow and sign up to assist with planting and up-keep. Staff and patients tended to the garden throughout the growing season, and patients loved being involved and part of the experience.

For 2022, staff members plan to place baskets of vegetables in the waiting room for patients to take as needed, in hopes that it will also boost participation in the garden. Practice

Manager Arianna Navarro would also like to use it as an opportunity to work with patients in a hands-on application. “We want to educate our patients about gardening, maybe provide cooking classes or recipes. Our goal is to have further community involvement and bring more enthusiasm to healthy eating.”



BOARD OF DIRECTORS

2021-2022

The IHC Board of Directors meets once a month, and is comprised of volunteers who are committed to our mission of providing medical and support services to the residents in our communities. Board members include both IHC patients and community members, and patients must make up at least 51% of the board. The entire board has the responsibility of providing direction and support to the executive leadership team to ensure the fulfillment of our mission.

IHC would like to thank the board for their tireless and compassionate commitment to our patients and staff in 2021.

*Rev. James King, Chair
David Newgent, Chair-Elect
Brian Kelly, Treasurer
Andrea Graham, Secretary*

*Stephanie Ball
Mike Busch
Dr. Bernie Emkes
Vicky Fawley
Andy Fountain
Tamara Habegger
Cynthia Hernandez
Earl H. Lane
Maria McCoy
David McDonald
Maricela Navarro
Ayo Ojutalayo
Rebekah Price*

EXECUTIVE LEADERSHIP TEAM



*Elvin Plank
President/CEO*



*Amber Lupoi
Chief Operations &
Compliance Officer*



*Nicole Meyer
Chief Operations &
WIC Officer*



*Chad Springer
Chief Operations &
Quality Officer*



*Tracy Nagel
Chief Financial Officer*



*Dr. Philip Renfroe
Chief Medical Officer*



*Kelly Rochford
Chief HR Officer*



*Trent Stone
Chief Information Officer*

PRIDE BY PRACTICE

EMPLOYEE SPIRIT



Clockwise from top left: IHC Michigan Street staff pass out free winter gear to community members during their Longest Night event in December; IHC Logansport staff tie dye shirts; IHC at Kokomo staff; IHC at Marion providers compete at a marshmallow stuffing contest; IHC Jackson County employees play a game to celebrate National Health Center Week in August; IHC at Kokomo staff tend a booth at the Howard County 4H Fair.

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Indianapolis, IN 46250
(317) 576-1335

IHC CHC of Bendix
1010 N. Bendix Drive
South Bend, IN 46628
(574) 245-4980

IHC Jackson County
113 N. Chestnut Street
Seymour, IN 47274
(812) 524-8388

IHC Jackson County Annex
120 Saint Louis Avenue
Seymour, IN 47274
(812) 405-1857

IHC at Kokomo
3118 S. Lafountain Street
Kokomo, IN 46902
(765) 864-4160

IHC Logansport
1700 Dividend Drive
Logansport, IN 46947
(574) 722-7407

IHC at Marion
925 S. Nebraska Street
Marion, IN 46953
(765) 664-7492

IHC Michigan Street
765 S. Michigan Street
South Bend, IN 46601
(574) 235-7990

IHC - Owen County
35 Bob Babbs Drive
Spencer, IN 47460
(812) 652-1700

IHC Peru
661 E. Main Street
Peru, IN 46970
(765) 472-2519

IHC at South Bend
1901 #B Western Avenue
South Bend, IN 46619
(574) 234-9033

IHC Cass County WIC
1803 Smith Street
Logansport, IN 46947
(574) 753-4961

IHC Clinton County WIC
2120 Washington Avenue
Frankfort, IN 46041
(765) 659-2131

IHC Fulton County WIC
913 Main Street
Rochester, IN 46975
(574) 217-0145

IHC Grant County WIC
325 E. 2nd Street
Marion, IN 46952
(765) 613-0150

IHC Hamilton County WIC
942 N. Tenth Street
Noblesville, IN 46060
(317) 776-3445

IHC Howard County WIC
3118 S. Lafountain Street
Kokomo, IN 46902
(765) 252-4249

IHC Tipton County WIC
116 S. Main Street
Tipton, IN 46072
(765) 252-1052



INDIANA HEALTH CENTERS