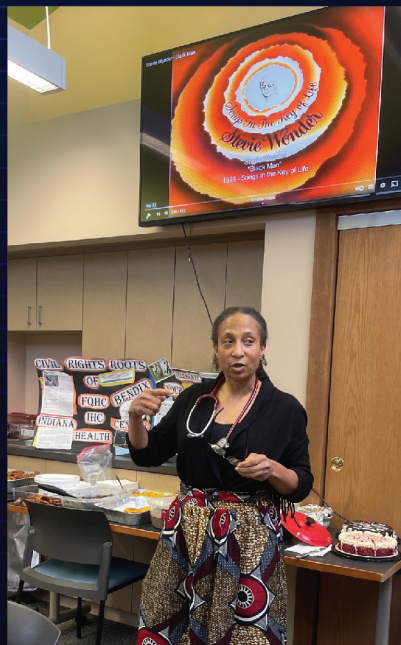




IHC
INDIANA HEALTH CENTERS
Annual Report
2023



ABOUT INDIANA HEALTH CENTERS

SERVING INDIANA SINCE 1977

Indiana Health Centers, Inc. (IHC) is a Federally Qualified Health Center (FQHC) that has provided healthcare to underserved areas of Indiana since 1977. IHC operates ten health centers in eight different Indiana counties and provides care to the migrant population with a mobile unit during the harvest season. IHC also manages WIC programs in nine Indiana counties.

IHC provides medical, dental, and behavioral healthcare to all who seek care, regardless of their ability to pay. IHC health centers serve patients with Medicaid, Medicare, HIP, most commercial insurance companies, and provide a sliding fee scale for anyone who qualifies.



OUR MISSION

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

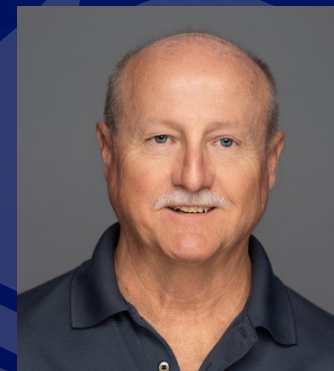
OUR VISION

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



Ann Lundy RN BSN MBA
President/CEO



Dave Newgent
Board Chair

Indiana Health Centers (IHC) remains steadfast in our commitment to aligning the governance of our consumer patient board of directors, statewide integrated whole person care initiatives, and WIC programs to enhance the well-being of Hoosiers and communities throughout Indiana. With deliberate intent, we have undertaken the task of redesigning and expanding our infrastructure, placing a paramount focus on fostering a culture of excellence across all facets of our operations.

In collaboration with key healthcare stakeholders across Indiana, the IHC leadership team has formulated a comprehensive two-year strategic plan, aiming to achieve the following objectives:

- Enhancing accessibility to integrated primary care within our local communities
- Strengthening IHC's behavioral health services, while also addressing the imperative need for improved access to substance use treatment

- Concentrating efforts on positioning IHC as the preferred health center, provider, and trusted partner for the long term

As we forge ahead, laying the groundwork for the future of IHC, we remain deeply cognizant of the rich legacy that spans our forty-seven-year history. None of our progress would be feasible without the unwavering dedication of our remarkable workforce and the guidance provided by our esteemed IHC Board of Directors. They serve as the driving force behind our endeavors, inspiring us to navigate the ever-evolving landscape of healthcare and work towards a more equitable future for all.

On behalf of the IHC Board of Directors and officers, we extend our heartfelt gratitude and invite you to explore the achievements of 2023 outlined in the forthcoming annual report.

In gratitude,

Ann Lundy RN BSN MA
President/CEO

Dave Newgent
IHC Board Chair



New spaces. New opportunities. New goals.

2023 was a year for thinking bigger at Indiana Health Centers. IHC ended the previous year with a change to the staff infrastructure to allow for more growth and more opportunities, and those upgrades were quickly put to the test.

In 2022, a major local medical system, Ascension-St. Vincent, closed many facilities in southern Indiana and left a number of primary care deserts. IHC was approached to re-open a closed medical clinic and WIC office in Bedford, IN. IHC Lawrence County WIC opened on January 3, followed by IHC Bedford on April 3, 2023. Later in the year, community leaders approached IHC and suggested that we manage the Martin County WIC program as well. This would allow for better coverage in the county while using less grant funding. IHC Martin County WIC opened on October 7, 2023.

Another big advancement this year was the creation of the new Patient Service Center (PSC). The organization realized a number of phone calls weren't answered because staff members were busy working with patients in person. Once the PSC went live it immediately relieved that strain on employees and allowed more patients to get scheduled sooner. The PSC rolled out to a few locations to start and plans to service all clinics by the end of 2024.

IHC was fortunate to be able to expand and upgrade the dental suites in Kokomo, adding two new exam rooms, modernizing the space, and updating equipment. The Marion facility broke ground in August for their new space that is scheduled to open in 2025. The new building will include eight more exam rooms than the current facility and will offer room to expand and provide additional services in the future. The IHC mobile unit, mainly used in

the summer to visit workers at migrant camps and offer health visits, also got a new exterior this year.

IHC Jackson County started a MOUD (Medications for Opioid Use Disorder) program to fill a void left by a local family physician who moved out of state. The program fills an urgent need in the community and plans to expand to see more patients in the future. In conjunction with the MOUD program, all IHC medical locations installed NaloxBoxes outside of their facilities to offer free public access to life-saving medications in cases of opioid overdose.

IHC's technology department took strides this year to add online scheduling and bill payment to the website and to upgrade their electronic medical records software. They were also integral to the creation of the patient service center. They continued their online advertising program and ran ads on platforms including streaming services and Google, as well as print advertising, billboards, newspaper, radio, and social media ads.

The accomplishments of 2023 have set the organization up for success in 2024. "In this year's journey, we are moving into new spaces, setting new goals, and uncovering new opportunities," shared CEO Ann Lundy. "Our commitment to equity, quality, and excellence remains strong. As we move onward, we will place a special emphasis on behavioral health, recognizing its major role in shaping a person's well-being and resilience. Together, let's push onward with purpose and determination, ensuring every step we take reflects our dedication to making a meaningful impact in our community."



Top Left: IHC at Marion staff breaks ground on a new facility;
Top Right: IHC Board of Directors chair Dave Newgent participates in a radio interview during a resource fair at IHC Bedford;
Center: All IHC medical locations installed NaloxBoxes on the exterior of their buildings for free public access to overdose medications;
Bottom: the IHC mobile unit received a new exterior design.



KRISTIN IHC PATIENT SINCE 2015



Kristin started as an IHC patient in 2015 when she was looking for a primary care provider. During a visit with her doctor in 2023, Dr. Vaishali Karnik, MD, MEdSc, Kristin felt comfortable enough to talk to her about the issues she was having with drug and alcohol addiction. She had been mostly drug free since 2019, but was still struggling with alcohol use. The closest doctor who accepted her insurance was almost an hour away. She works and has three young children so it wasn't an easy task to manage when she had weekly appointments.

During their visit, Dr. Karnik told Kristin about the new MOUD (Medications for Opioid Use Disorder) treatment program they offer at IHC Jackson County. She was prescribed Suboxone, a medicine that would help keep her mind off of using drugs and alcohol, and needed to come in for weekly appointments to receive her next round of medicines and to make sure she was responding well to her

regimen. Her treatment progressed well and she's currently in a maintenance phase where she only has to see Dr. Karnik once a month.

Kristin is thankful for the treatment she's been able to receive. She shared that she can function normally and be successful while she's on them, and that she doesn't feel the need to use any substances. She feels like she's on the right track now and wants to do better and do more with her life. "I've messed up a few times, but I keep picking myself up and I keep going. I feel like I'm on the right track now," she stated. Kristin is currently working as a CNA and hopes to become a registered nurse.

Dr. Karnik and her staff can see a considerable difference in Kristin since she started her treatment and are very proud of the effort she's made to get sober. Dr. Karnik noted that she's proud of Kristin's honesty and applauds her focus. We wish her the best of luck in her continued recovery.

MOUD TREATMENT PROGRAM

In 2023, Dr. Ryan Sarver, MD, a family medicine physician in Seymour, approached IHC because he was moving out of state and needed to transfer some of his patients to other local medical providers. Dr. Sarver was working with a group of about 50 MOUD (Medications for Opioid Use Disorder) patients and, recognizing the unique needs of this group, worked with Dr. Vaishali Karnik at IHC to entrust them to her care.

Dr. Karnik attended continuing medical education (CME) courses and shadowed Dr. Sarver to learn the most effective ways to treat patients with addiction. Not only did she need to understand the medicine, but she also wanted to comprehend the underlying issues that lead to drug use. "A lot of it is trauma based," she noted. "You have to learn to be empathetic and not judgmental."

IHC Jackson County currently has around 70 patients in the MOUD program. Some were existing patients before 2023, and some have been referred by local hospitals or by word of mouth. IHC has a good relationship with the staff and case manager at Schneck Memorial Hospital and they will refer new patients to IHC as needed.

When a patient first establishes care with Dr. Karnik, she will ask if and how long they've been in treatment and their history of accidental or intentional overdose, as well as answer questions and talk through a treatment contract and the expectations of the program. When a patient first starts MOUD treatments, she will assess their level of withdrawal and will prescribe a medication, usually Suboxone, that will block the effects of opioids and curb cravings. She will also screen for HIV, Hepatitis-C, and other infectious diseases. At the beginning of treatment she will see patients every 1-2 days to perform a drug screen and check how they're responding to medications.



Dr. Vaishali Karnik, MD, MEdSc

Once patients start to stabilize, she will schedule them weekly, then bi-weekly, and eventually monthly.

Office manager Brittany Gibson was instrumental in helping patients transition to IHC. Sometimes patients will miss their scheduled appointments because of transportation or other issues, and she and the intake staff make it a priority to fit them in to Dr. Karnik's schedule. "All it takes is for them to be late one time and have to get rescheduled, and then they've relapsed. I don't want to be that next closed door," Gibson shared.

Dr. Karnik thinks the most important part of her care is to understand that a patient may have many factors that contribute to drug use, and believes that most of her patients are trying to get their lives back on track. "Addiction is very powerful. I'm constantly praising patients because for them to overcome something like this is incredible."

SOUTHERN INDIANA

BEDFORD - JACKSON COUNTY - OWEN COUNTY

CENTRAL INDIANA

KOKOMO - LOGANSPORT - MARION - PERU



Page 8: Top left: Nurse practitioner Brooke Gregory speaks to WQRK, a local radio station in Bedford, during a resource fair; top right: case manager Jenn Gouldsmith represents IHC at the Owen County Beach Bash; bottom left: Jackson County staff during National Health Center Week.

Page 9: Top left: Kokomo pediatric staff; top right: Marion staff with IHC's newly designed mobile unit; bottom right: IHC Logansport staff during National Health Center Week; bottom left: Peru staff during Suicide Awareness Week.

NORTHERN INDIANA

BENDIX - MICHIGAN STREET - SOUTH BEND WESTERN

medical visits



dental visits



INDIANA WIC

SERVING NINE INDIANA COUNTIES SINCE 1977

prenatal visits



infant visits



children 1-5 visits



new mother visits



Page 10: Top left: Bendix staff with their community garden; top right: Bendix nurse practitioner Akila Karanja provided lunch during Black history month and talked about how the history of community health centers is rooted in civil rights; bottom right: Michigan Street staff handed out coats and other winter necessities to anyone in need at their Longest Night event in December; bottom left: South Bend staff participate in a team-building exercise.

Page 11: Top: WIC director Robyn Bell at a World Breastfeeding Week event in Kokomo; center: IHC Howard County WIC staff; bottom: a WIC client and her child at the World Breastfeeding Week event.

JEREMIAH & INDIRA

IHC PATIENTS SINCE 2022

A little over a year ago, Jeremiah and Indira made the decision to move to Marion, Indiana from Denver, Colorado. A Matthews, Indiana native, Jeremiah wanted to return to his childhood community for his retirement. He had been undergoing testing in Denver for prostate cancer when his PSA numbers started to rise, but each test came back negative. With several males in his family already diagnosed with prostate cancer, and his being labeled as “high risk,” Jeremiah was watching it closely. Friends stressed the importance of his health and worried that he would not receive equitable care in the small city of Marion.

As soon as they arrived in Indiana, Jeremiah’s wife of 20 years, Indira, started researching affordable healthcare options. She found IHC and with the help of case manager Josette DeLuna, was able to figure out if they qualified for insurance. Once Josette helped them navigate that process, Jeremiah began seeing nurse practitioner Stephen Conrad.

Concerned with Jeremiah’s escalated PSA numbers and family history, Stephen quickly referred him to an oncologist in Fort Wayne who then performed two biopsies. As Stephen suspected, Jeremiah was diagnosed with prostate cancer. The quick identification and referral enabled his cancer to be treated aggressively and immediately.

It wasn’t just the quick referral that impressed Jeremiah about Stephen, it was the time he took to listen to him. “He’s just been absolutely wonderful. That’s really refreshing, because we come from a big city, where people are just moving in and out, and we’re just a number. Stephen sat down and said, ‘Okay what are your issues?’ you know?” He continued, “The thing I really loved about the clinic was just how completely thorough Stephen was, and just how he’d stop and listen to what my concerns were. I felt like he took the time to let me express what was really going on.”

“Stephen was just on time, because if you wait until later, it can create more issues,” added Indira. “Stephen took an hour talking to my husband. He took the time to explain what was going on, which was so refreshing. The moment they say the word ‘cancer’ you get scared.”

As of two months ago, Jeremiah was cleared and declared cancer-free. He continues to meet with Stephen for his follow-up appointments, and they have worked on a plan to help combat fatigue and weight gain that was a result of his radiation treatment.

Jeremiah said that he felt like he had an advocate for once and didn’t have to be his own, which he often had to do with previous providers. He added, “I felt like I had someone who was really on my side that just really wanted to get my health back to where it should be.” Jeremiah and Indira have chosen IHC as their medical home and want to let others know about the kind of treatment they have received.

“We say this over and over again,” Jeremiah stated, “but I can’t believe how much better the care was back here. I mean here, and up at Fort Wayne (where the oncologist was) was so good and people were so helpful.”



BY THE NUMBERS

FINANCIALS (UNAUDITED)

REVENUE

Net Patient Services Revenue	\$	21,008,133
Federal Grants		9,470,710
State Grants (WIC & CHC)		4,135,386
In-kind Donations		2,392,860
Other Revenue		5,405,626
Total Operating Revenue	\$	42,412,715

EXPENSES

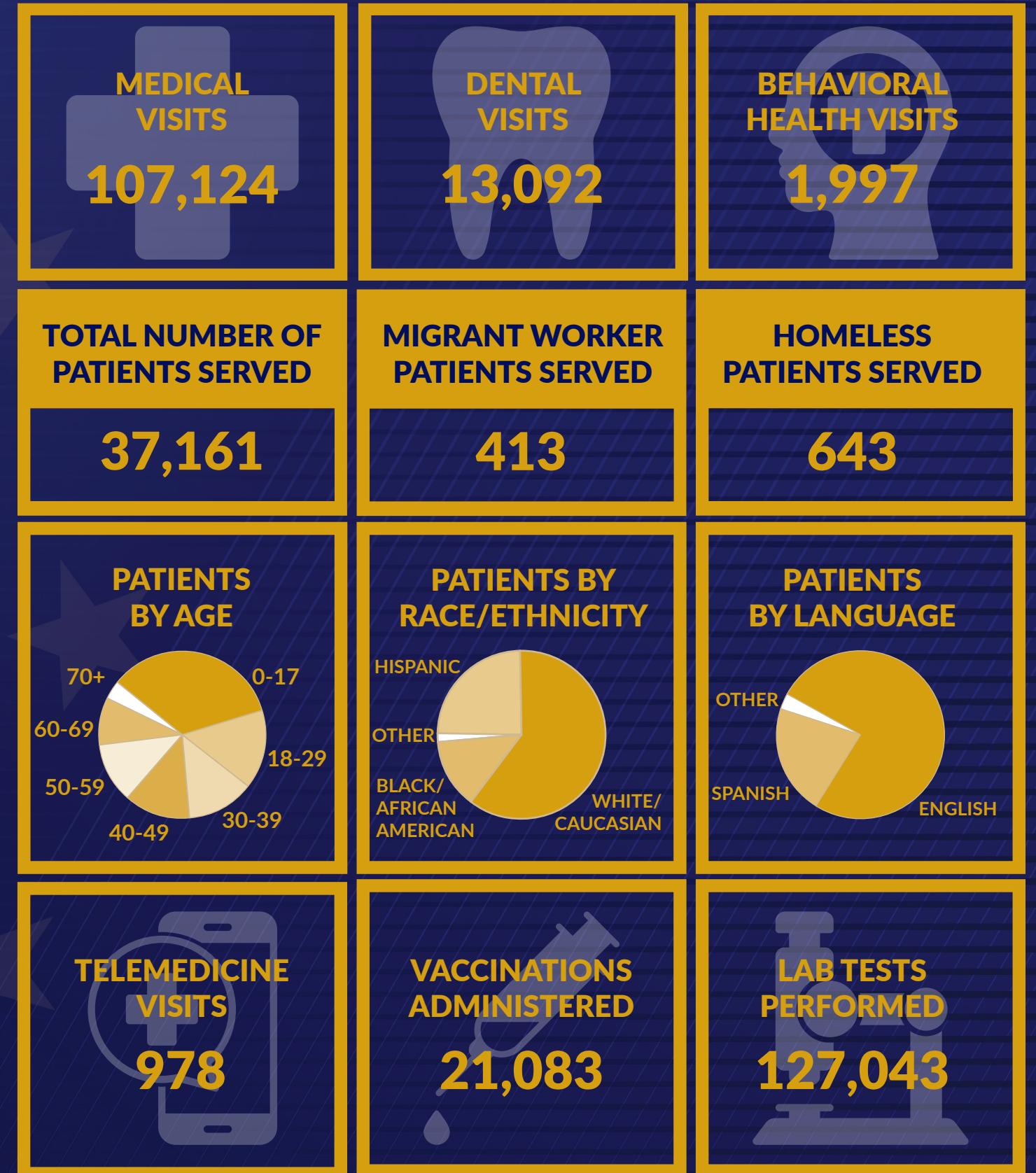
Wages	\$	21,332,674
Benefits		6,468,675
Other Operating Expenses		14,192,784
Total Operating Expenses	\$	41,994,133

NET ASSETS

Total Assets	\$	21,295,625
Total Liabilities		4,858,029
Net Assets	\$	16,437,596

BY THE NUMBERS

PATIENT CARE



BEDFORD, LAWRENCE & MARTIN CO. WIC

2023 GRAND OPENING

Late in 2022, Ascension Hospitals announced they were closing their Bedford, IN hospital and nine area medical practice locations as well. The community approached IHC CEO Ann Lundy to ask if we would consider moving into the Bedford practice space and start seeing their patients. Their request fit perfectly with our mission, to provide patient care in underserved areas of Indiana, and IHC started planning immediately. Ascension also managed the Lawrence County WIC program prior to their departure, and we adopted those operations as well.

Ascension had three side-by-side spaces and we moved our medical practice and WIC program into two of those spots. In the third location, we started renovation for the medical practice, scheduled to open in the spring of 2024. The upgraded facility will expand our patient exam rooms from 6 to 15 and host a larger waiting room. The expansion will allow us to employ up to five medical providers and ultimately let us schedule more patients sooner.

Practice manager Victoria Malichi believes the new facility will help us give our patients the quality space that they deserve. In addition to same day and next day appointment availability, she stated that even in the current space, we

are making an impact. “Our patients consistently comment on how helpful, caring, and easy we make it here. A lot of people are afraid to go to the doctor. Even though we don’t have the space yet and we only have two providers, it’s nice to hear that we can provide that patient experience that makes the whole visit as pleasurable as it can be.”

Ascension also managed the Lawrence County WIC program. Because IHC has been a WIC partner since 1977, we were able to confidently assume that program as well. WIC operations under the direction of Ascension ended in mid-December of 2022 and we were able to re-open to clients as IHC Lawrence County WIC on January 4, 2023. “It has been a year of change,” noted Judith Berndt-Lorenzen, WIC Coordinator. “I am proud of our WIC staff as they adjusted, learned new processes, and are now thriving with our new sponsoring agency.”

The local WIC coordinator approached IHC to consider taking over operations of the Martin County WIC program as well, and that officially began on October 7. By combining WIC agencies, it allows for better coverage in rural areas while using fewer grant funds. We look forward to growing in these communities in 2024.



NEW SPACES

GROUNDBREAKING & RENOVATIONS

In 2023, IHC was fortunate to upgrade two of our locations: a new dental suite in Kokomo and breaking ground for a brand-new facility in Marion. Each location needed more room to see patients and house staff, as well as upgraded equipment and modernized spaces.

Construction for Kokomo’s dental suite renovation started early in 2023. The dental staff needed more space to see patients and the upgrade included adding two new exam rooms as well as new dental chairs and equipment. The team hosted a ribbon cutting ceremony to open the new space in October 2023.

In Marion, IHC’s leadership originally wanted to add on to the existing space since patients were used to the location, but decided that a new location in a busier part of town would work best. It would allow them to build a facility unique to their needs and have more visibility, close to the bus route and shopping. The new building will improve ADA access for patients, increased privacy for check-in/check-out processes, and relieve congestion in their workspaces. Marion’s current space holds 13 exam rooms and the new location will hold 21. The new facility is expected to open in 2025.

Top right: IHC at Kokomo dental grand opening in October; right: an upgraded dental suite; below: IHC at Marion groundbreaking in August; left: IHC Bedford grand opening in April.



TEACHING RESIDENCY PROGRAM

In 2023, IHC learned of a grant opportunity to start our own teaching health center medical residency program in conjunction with local hospitals. There is a shortage of physicians and other healthcare providers in most rural Indiana areas, and the goal of this model is to mitigate the issue and ultimately bring more providers into smaller Indiana communities.

In April of 2023 IHC received a two-year planning and development grant to see if the program is feasible and if we have the capability and hospital partner support to start the

ACE ADVOCACY PROGRAM & VOTER REGISTRATION

When practice manager Victoria Malichi joined the IHC Bedford team in 2023, she brought with her a wealth of advocacy experience. Once she realized which organizations we were involved with she realized how important advocacy is to FQHCs (Federally Qualified Health Centers). She did some research and found the ACE Advocacy Program run by NACHC (National Association for Community Health Centers). She reviewed the information, realized it was a good fit for the organization, and asked IHC's leadership if it was a project she could take on.

Victoria became the official advocacy coordinator for IHC and developed a work plan. IHC needed to complete a number of goals to reach the first status (bronze): hosting a National Health Center Week event, establishing a social media account, hosting a meeting or tour with at least one elected official, and registering at least 20% of staff and board members as advocates with ACE. We were able to complete all of the tasks and officially received our bronze status on December 15, 2023.

One of the highlights of the program was having the honor of hosting U.S. Representative Erin Houchin at our Bedford clinic. Rep. Houchin learned about FQHCs and was impressed by what they could offer. Not long after her visit



IHC staff members met with HRSA regional administrator CDR Sharyl Trail and Dr. Clif Knight from Marian University College of Osteopathic Medicine to discuss the teaching residency program.

program. Currently the committee, comprised of Marian University and IHC staff, meets monthly to develop a plan for the program.

she voted 'yes' for the Lower Costs, More Transparency Act that granted a ten percent increase in funding for community health centers.

Victoria didn't stop there. She also signed us up with Vot-ER, a program where healthcare workers can help people register to vote by wearing a badge with a QR code that takes them to a voter registration website.

IHC is currently working toward our ACE silver and gold statuses and working hard to bring awareness regarding the importance of community health centers and voter registration.



IHC Bedford practice manager Victoria Malichi (left) and director of operations Jeff Martin (right) met with U.S. Representative Erin Houchin (center) to discuss the importance of Community Health Centers.

2023 AWARDS

EMPLOYEE & VOLUNTEER ACHIEVEMENTS

Indiana Health Centers depends on more than 300 staff and board members to maintain day-to-day operations and move the organization forward. We are proud to announce that three individuals received awards in 2023 for their talent, leadership and commitment to our mission.

Mike Busch has been an IHC board member since 1996. In 2023, he was presented with the Indiana Primary Health Care Association (IPHCA) Volunteer of the Year Award for his long-standing support of IHC and the community health center movement. He has advocated on the state and national level on multiple occasions, has served as the chair of the finance committee and as the head of two CEO search committees, and supported the organization during the opening of five locations. We thank Mike for his commitment to IHC and community health centers nationwide.

Jenn Gouldsmith, a case manager at IHC-Owen County since 2017, was presented the Child Safety Advocate Award to honor 'individuals who demonstrate extraordinary efforts in preventing injury and death among children in Indiana.' Jenn is a certified child passenger safety technician and works with caregivers to make sure car seats are installed properly and that children are positioned in the safest way possible. She is the only certi-

fied technician in Owen County and the community relies on her heavily when they discover a family in need.

Dr. Jerra Sharp-Williams, DMD, has been a dentist at IHC since 2010, and was awarded the IPHCA Provider of the Year Award. She was instrumental in developing the COVID-19 safety strategy for IHC's dental program in 2020, and because of her leadership abilities and excellent patient care was named Deputy Chief Dental Officer for the organization in 2021. Dr. Sharp is dedicated to IHC's mission but has also left an impression on her co-workers and patients. As a provider she has been described as selfless, thoughtful, caring, compassionate, and kind. Her co-workers have noted that she goes the extra mile to support patients in need of extra care. This year she commuted four plus hours daily for six months to make sure we had provider coverage at one of our other dental locations. She has proven to be an asset and a role model for everyone within the organization, and we are grateful to have her as a part of our team.

Left: The Cass County Community Involvement Committee (CIC) presents Mike Busch (center) with the IPHCA Volunteer of the Year Award; Center: case manager Jenn Gouldsmith (left) and IHC-Owen County practice manager Misty Rogers (right) with Gouldsmith's Child Safety Advocate Award; Right: Dr. Jerra Sharp-Williams with her IPHCA Provider of the Year Award.



PATIENT SERVICE CENTER

A NEW WAY TO SERVE PATIENTS

In the summer of 2022, IHC leadership received patient feedback that although there was a need for patient care and there were appointments available, we weren't filling our schedules the way we should have been. After doing some research they discovered that staff members were having difficulties balancing the workload between engaging with patients currently in the office and also trying to answer phones. It was then that the idea of the patient service call center began.

The first thing that needed to be done was to upgrade the phone system to one that would allow for this technology. IHC staff members created a phone system selection team and interviewed different vendors. The team ultimately chose DialPad and the new system was implemented soon after.

IHC's leadership approached Martha Campos, who was a practice manager at IHC Peru at the time, to ask if she would be interested in directing the new program. Campos had started at IHC as a clinic nurse in 2015, and between the two positions she knew a lot about how the organization operated and what providers and staff expected.

Campos worked closely with lead IT support specialist Sandy Nakasone. The two completed a lot of research and testing as part of their training before the center officially opened. The first two service center representatives were hired and started training immediately.

The first site to receive support from the service center was the site that needed the most help: IHC Jackson County. Staff noticed the improvements immediately; answered calls increased from around 60% to around 90% in a short stretch of time. This support alleviated the workload of the front office staff and allowed them to focus on the patient experience during registration, appointment scheduling, and checking in and out.



Martha Campos, patient service center director, answers incoming calls from multiple IHC locations while she manages a team of 16 employees.

"The patient service center has greatly helped our patients with their access to IHC," stated IHC Jackson County practice manager Amie Brunner. "We have seen our no-show rate decrease and our encounters increase. The implementation of the center has been beneficial to both staff and patients."

The patient service center now services four IHC locations (Jackson County, Peru, Marion, and South Bend) and employs 16 full time staff members who answer calls and questions as needed. Some patient service center staff worked at other locations prior to the PSC, and some are new to IHC. Each call center team includes a translator and a clinical staff member who can assist with patient care as needed. Staff are trained on one location to start while they learn about the unique dynamics and patient populations of each clinic. "The patient service team is the one that really makes things happen. We could not have made this a success without every single one of them. This is their project and their success," stated Campos. She believes that eventually they will have 20-24 representatives on their staff and will offer services to all ten locations.

COMMUNITY OUTREACH



Top Left: South Bend employees at their back-to-school event in August; Top Right: Jackson County staff at Festability, an event for families with children with special needs; Lower Right: Logansport employees with an ice cream truck at their National Health Center Week event in August; Lower Left: South Bend staff collaborated with Toys for Tots to help patients provide Christmas gifts for their children.

BOARD OF DIRECTORS

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.

The IHC Board of Directors is integral to our operations and the organization would like to thank the board for their tireless and compassionate commitment to our patients, staff, and communities in 2023.

David Newgent, Chair
Maricela Navarro, Chair-Elect
Brian Kelly, Treasurer
Mike Busch, Secretary
Stephanie Ball
Dr. Bernie Emkes
Vicky Fawley
Andy Fountain
Shawna Girgis
Andrea Graham
Tamara Habegger
Earl Lane
Maria McCoy
David McDonald
Ayo Ojutalayo
Rebekah Price

EXECUTIVE LEADERSHIP



Ann Lundy
President/CEO



Amber Lupoi
Chief Operations Officer



Nicole Meyer
Chief Compliance Officer



Chad Springer
Chief Strategy Officer



Tracy Nagel
Chief Financial Officer



Dr. Philip Renfroe
Chief Medical Officer



Kelly Rochford
Chief HR Officer



Trent Stone
Chief Information Officer

LOOKING AHEAD

2024-25 STRATEGIC PLAN

There's a lot on the horizon for IHC in the next few years. Most notably we will move into a brand new building in Marion, into a newly renovated space in Bedford, and will expand our behavioral health services statewide.

The executive leadership team met throughout the year to draft a strategic plan for the organization for 2024-25 that focuses on four topics:

1. Patient Experience, Clinical Excellence & Quality
2. Leadership, Community Health, & Growth
3. Workforce: Talent & Teams
4. Fiscal Resilience, Optimization, & Performance

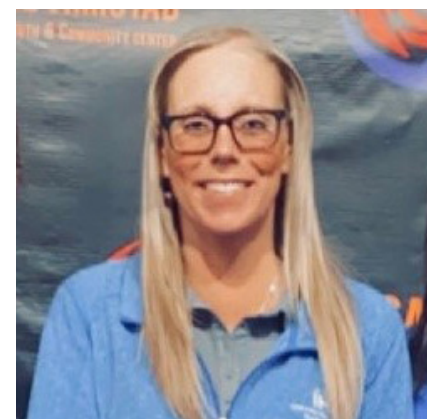
The drivers for these topics align with our mission and vision: to provide quality healthcare to underserved Indiana communities, to be the medical home of choice for patients, and to create an empowering work environment for staff.

IHC's plan will strive for the highest quality and best clinical outcomes for patients by creating spaces and expanding access (including behavioral health) as needed. IHC aims to serve as an employer of choice by investing in our workforce and recruiting the best talent while promoting diversity, equity, and inclusion. We also plan to continue the expansion of our mission while staying fiscally responsible and updating our technology for security purposes and to better serve our patients.

REMEMBERING LINDSAY SNIADCKI

1982 - 2023

It is with a heavy heart that we share that our colleague and friend, Lindsay Sniadecki, passed away on Friday, November 10, 2023. Lindsay was an incredible person and IHC team member. She joined IHC Project Homecoming (now Michigan Street) in 2014 as an intake specialist and was promoted to case manager. She loved IHC and its mission. She had a genuine desire to help people in need and always did so in a kind and loving manner. Her colleagues describe her as a truly pleasant and delightful person to work with. We extend our thoughts and prayers to her family and loved ones - she is irreplaceable and will be greatly missed by all.



IHC Bedford

2415 Mitchell Road
Bedford, IN 47421

IHC Cass County WIC

1803 Smith Street
Logansport, IN 46947

IHC Community Health Center of Bendix

1010 N. Bendix Drive
South Bend, IN 46628

IHC Clinton County WIC

2120 Washington Avenue
Frankfort, IN 46041

IHC Jackson County

120 Saint Louis Avenue
Seymour, IN 47274

IHC Fulton County WIC

913 Main Street
Rochester, IN 46975

IHC at Kokomo

3118 S. Lafountain Street
Kokomo, IN 46902

IHC Grant County WIC

325 E. Second Street
Marion, IN 46952

IHC Logansport

1700 Dividend Drive
Logansport, IN 46947

IHC Hamilton County WIC

942 N. Tenth Street
Noblesville, IN 46060

IHC at Marion

925 S. Nebraska Street
Marion, IN 46953

IHC Howard County WIC

1805 E. Vaile Avenue
Kokomo, IN 46901

IHC Michigan Street

765 S. Michigan Street
South Bend, IN 46601

IHC Lawrence County WIC

2415 Mitchell Road
Bedford, IN 47421

IHC-Owen County

35 Bob Babbs Drive
Spencer, IN 47460

IHC Martin County WIC

2666 US Highway 50
Loogootee, IN 47553

IHC Peru

661 E. Main Street
Peru, IN 46970

IHC Tipton County WIC

116 S. Main Street
Tipton, IN 46072

IHC at South Bend

1901 #B Western Avenue
South Bend, IN 46619

IHC Corporate Office

8003 Castleway Drive
Indianapolis, IN 46250



INDIANA HEALTH CENTERS