



Jane Pauley
Community
Health Center



Caring for our communities.

JPCHC | ANNUAL REPORT | 2022

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Mission, Vision & Values

Our Mission

Promote a healthy community through the provision of accessible, respectful, and integrated healthcare with local partners to any and all individuals and families, regardless of insurance status.

Our Vision

Build on partnerships, collaborations, and community resources to revolutionize healthcare and dramatically improve the personal health and happiness for all residents of the JPCHC neighborhoods and the overall health of the community.

Our Values

- Quality Care
- Integrity
- Community
- Stewardship
- Partnership
- Cultural Competency



>89K
Patient Visits



24,619
Unique Patients



10
Health Center Locations



248
Staff Members



\$34M
Annual Budget

Letter from our CEO

Dear friends & valued stakeholders,

I am pleased to share this first-ever annual report for the Jane Pauley Community Health Center. The past few years in the pandemic have seen unprecedented challenges, but I am proud to say our team has risen to the occasion in providing quality primary, behavioral and dental healthcare services to our patients, with or without insurance and regardless of the patient's ability to pay.

As you review this report, you will see we have continued to expand our services and improve the patient experience. We have increased access to care by expanding Practice Locations, implementing language interpreter services, establishing hand-off processes into Behavioral Health, opening Food Pantries, upgrading technologies and more. Additionally, we have continued to prioritize the health and safety of our patients and staff, implementing a new Crisis Plan and other robust safety protocols, as well as staying up to date on the latest guidelines from public authorities.

Our success this year would not have been possible without the dedication and hard work of our team. I am grateful for the commitment they have shown to our mission of 'caring for our communities.' I would also like to extend thanks to our community partners and supporters who have continued to support our efforts to improve access to quality healthcare for all.

We have successfully maintained our status as a Federally Qualified Health Center, and were granted our liability coverage through the Federal Torts Claims Act. Both are key to upholding our care model. As an approved site, we also have several clinical staff who have committed to supporting underserved communities via the National Health Service Corps, and they benefit from loan repayment.

When I joined over 11 years ago, we were just one site. Marking our 13th anniversary in September 2022, we now serve central Indiana across 10 locations in four counties. As we look ahead, we are actively planning for continued growth, improved delivery of care and expanded reach to those who need it most. I like to share, "every day we have 400 people coming in the front doors at our Practices, and that means 400 chances to change someone's life." With your continued support, I am confident we will achieve our goals and make a meaningful difference.

Thank you for your ongoing advocacy and partnership.

Sincerely,

Marc Hackett, CEO



Our Leadership

EXECUTIVE TEAM



Marc Hackett, CEO



Patrick Wooten, COO



Michael Dale, CFO



Dr. James Bien, CMO

In summer of 2022, we welcomed our new Chief Medical Officer, James Bien, M.D. An experienced healthcare executive and general Pediatrician by training, Dr. Bien joined us from his previous tenure as CMO for IU Health Arnett, relocating after 23 years in Lafayette, IN. He holds an M.D. from Northwestern University and Master's in Public Health (MPH) from Johns Hopkins.

"At this point in my career, I felt drawn back to the health center model of service to under-resourced communities. I was attracted to JPCHC by the opportunity to join a committed team working to provide primary, behavioral and dental care to all, regardless of insurance status."

BOARD OF DIRECTORS

Our Board needs to include at least 51% patients representing a diverse mix of local hospital partners, our founding Metropolitan School District of Warren Township and the community at large with leaders in multiple disciplines.

Rachel Burke,
Chair

Stephanie Moran,
Vice-Chair

Kelly Dillon,
Secretary

August Zehner,
Treasurer

Vickie Bannon

Krystal Hutchinson

Rosaline Baryoh

Kathy Krusie

Howard Dorsey

Erin Kuroiwa

Tim Hanson

Cynthia Parkes

Bill Kaler

With *the Jane Pauley* at CHI

Renowned, Emmy winning TV news personality, and current host of "CBS Sunday Morning," Jane Pauley, lends us her name to care for her hometown. In August, our CEO Marc Hackett was able to introduce Pauley as the keynote speaker for this year's National Association of Community Health Centers' 2022 Community Health Institute (CHI) & Expo.

She movingly described how her legacy will live through our health center, and how receiving a diagnosis of bipolar disorder at age 50 has shaped her focus about the critical need for access to behavioral health services. She shared, *"There's an obvious health need, so I applaud your ideas to innovate, and the network of your strengths."*



We are namesake of Jane Pauley, pictured here with CEO, Marc Hackett, at the National Association of Community Health Centers' 2022 Community Health Institute & Expo.

Staff Growth & Employee Engagement



248
Employees



92
New Hires



15
New Providers



~85%
Offers Accepted

22.6%

Turnover Rate*

32%

Identify as Persons of Color

60/40

Female/Male Leadership
(Manager, Director & C-Suite)

85%

Female Workforce

* Versus 25.9% 2022 average, according to 2022 NSI National Health Care Retention & RN Staffing Report report.

2022 Employee Engagement Study

- >75% of Employees Feel a Sense of Belonging
- >71% of Employees Would Recommend Working at JPCHC
- >79% of Employees Agree "My Supervisor & I Trust Each Other"

Initiatives & Results

- Salary Marketplace Study:** A detailed benchmarking of our salaries, weighing cost of living increases, helped ensure JPCHC stays competitive and pays fair wages. Select 2022 adjustments were made accordingly.
- Health Resources & Services Administration (HRSA)** selected JPCHC as an early partner for its **Health Center Workforce Well-Being Survey**. Data collected in 2022 will be shared in 2023 and used to help build national strategies to address healthcare burnout.

Employee Engagement

- Recognition Events:** We make efforts recognizing all staff for National Health Center Week each August and across seven other key recognition days, from National Dental Day to Administrative Professionals Day.
- Employee Engagement Survey:** This effort gave us new measure of employee satisfaction to monitor. A key resulting change for PTO was having non-salaried staff get our six public holidays as automatic time off.
- 2023 Electronic Reviews:** A project is underway to launch a new digital appraisal system with our new engagement surveys.
- Employee Engagement Committee:** We revived this employee team to model our board, now with 80% non-management participants, with a plan to increase future events, offerings and recognition efforts.

Recruitment

- Recruitment Enhancements:** Following industry research and new message guides, job descriptions and brand overviews were overhauled across our channels and job posting sites. An optional call-out was done for employee reviews on job sites like Indeed. Enhancements were made to our 3rd-party job search widget.
- Streamlined Interview Process:** We evaluated our interview process for efficiencies and improvements, where steps like a shorter process helped increase the percent of successful offers and acceptances.



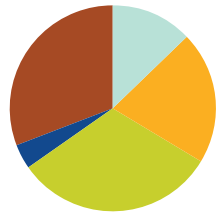
Our Patients

Special Populations

- 39 Agricultural Workers or Dependents
- 84 Homeless
- 167 School-Based Service Site Patients
- 165 Veterans

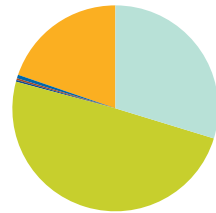
Age Range

- 18-26: 13%
- 27-39: 21%
- 40-64: 32%
- 65+: 4%
- Under 18: 31%



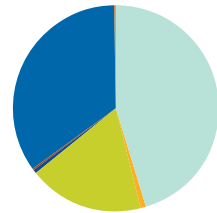
Gender Identity

- Female: 49%
- Male: 28%
- Unknown: 19%
- Did Not Disclose: 0.7%
- Other: 0.3%
- Transgender Man: 0.1%
- Transgender Woman: 0.1%



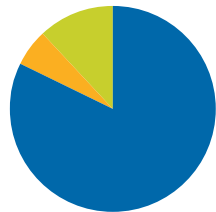
Race & Ethnicity

- White: 45%
- Black/African American: 35%
- Did Not Disclose: 18%
- Asian: 0.6%
- More Than One Race: 0.6%
- American Indian/Alaska Native: 0.2%
- Native Hawaiian/Other Islander: 0.1%



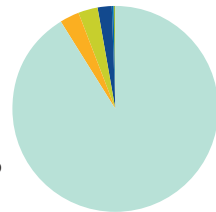
Hispanic or Latino/a

- Non-Hispanic or Latino/a: 82%
- Did Not Disclose: 12%
- Hispanic or Latino/a: 5.9%



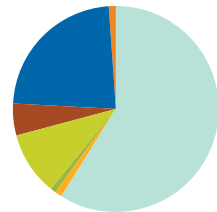
Top Languages

- English: 90%
- Spanish: 3%
- Haitian Creole: 3%
- Unknown: 2%
- Creole French: 0.2%
- Creoles and Pidgins: 0.1%
- Punjabi: 0.1%
- American Sign Language: 0.07%



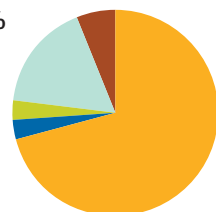
Sexual Orientation

- Heterosexual: 59%
- Unknown: 23%
- Don't Know: 10%
- Did Not Disclose: 5%
- Bisexual: 1%
- Other: 1%
- Lesbian or Gay: 1%



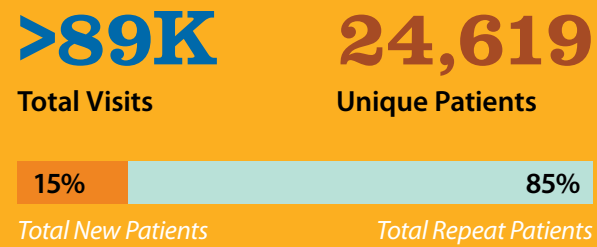
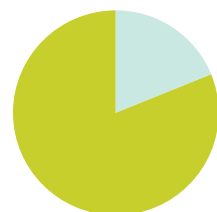
Income as % of Poverty Guideline

- 100% or below: 71%
- 101-150%: 3%
- 151-200%: 3%
- Over 200%: 17%
- Unknown: 6%



Virtual & Telehealth

- In Person: 81%
- Virtual Appointments: 19%



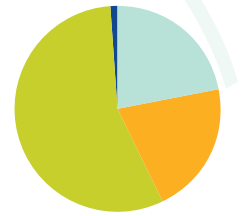
JPCHC Financials

Sliding Fee Scale Discounts

We have our own internal discount program for uninsured or underinsured patients to reduce the costs of our services by 25%, 75% or 100%. A 2021 patient survey confirmed patients felt this was adequately serving their needs. The following were given in 2022:

Income Source

- 25% Discount: 22%
- 50% Discount: 21%
- 75% Discount: 56%
- 100% Discount: 1%

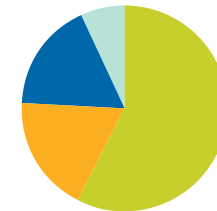


~10% of patients were given a Sliding Fee Scale Discount

Revenues & Expenses

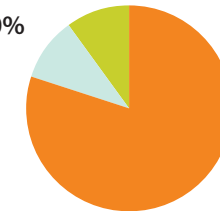
Payment Type

- Medicaid: 59%
- Self Pay: 17%
- Private: 17%
- Medicare: 7%



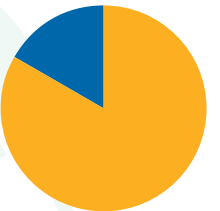
Income Source

- Patient Service: 80%
- Grants: 10%
- Other: 10%



General Expenses

- Expenses Salaries/Benefits: 70%
- Other: 30%



Grants Funding & Initiatives

- **U.S. Dept of Health & Human Services, Health Center Program (\$3.4M annually):** base federal funding to provide services to our uninsured populations
- **Indiana Department of Health (ISDH), Community Health Center (\$100K annually):** annual state grant, supports OB/GYN services
- **Supplemental Funding for Hypertension (NHCI-HC) (year 2 of 2; \$150K per year):** hired a nutritionist and diabetes educator; connected hypertension patients with home monitoring of blood pressure

- **Health Center Construction and Capital Improvements (ARP-Capital) (\$778K):** applied funding towards our Shelbyville new location renovations
- **ISDH Health Issues and Challenges Grant (\$90K):** supported the launch of our new patient food pantries
- **Blue River Grant:** from Blue River Foundation to support uninsured services at our Shelbyville clinic
- **Community Health Network Community Benefit Grant (\$500K annually):** supports our Shadeland clinic residency program

My son has a traumatic brain injury and [JPCHC] have treated him with such respect as his primary care. I just wanted to say thank you. [Your staff] need to be recognized. It's the best of the best and I see lots of doctors myself. My son gets care at this facility for nothing through Medicare and Medicaid. He deserves it. And I appreciate it.

Kristy B.



Our Services

Primary Care

We provide annual wellness exams, vaccinations, preventive screenings and services, acute issues, and chronic disease management. Our aim is to be our patients' home for Family Medicine, and to show them the benefits of trusting Jane Pauley CHC for those preventive measures instead of relying on emergency room visits.

- 15,854 total well checks/annual exams
- 27,167 vaccines administered
- Top diagnosis with services rendered:
 - 9,379 patients assessed for tobacco use & provided intervention if a user
 - 5,264 patients with hypertension
 - 2,370 patients with diabetes
 - 2,766 patients with obesity
 - 1,562 patients with asthma
 - 1,009 chronic lower respiratory disease



Behavioral Health

It was a big year for Behavioral Health (BH) as the need for these services from counseling to medication management, continues to increase. We saw a record number of new hires here. Our major initiative was implementing a "Warm Hand-Off" program internally. Designed to truly integrate our care models, we leave extra scheduling time for our BH Providers to meet-and-greet any patients whose provider thinks they may benefit from extra support during an appointment.

- 28,168 total BH appointments
- 7,337 depression screenings
- 6,465 unique BH patients
- 832 NEW (first-time) BH patients
- 593 existing patients who had their FIRST BH appointment with us in the year
- 236 Warm Hand-Offs (229 unique)

OB/GYN

Pregnancy care services, including ultrasound, are offered at our Shadeland site in Indianapolis and 1210B site in Anderson. This year, under initiatives with Anthem, we added prenatal depression screenings.

- 1,358 annual GYN screenings/pap tests
- 1,416 patients seen for contraceptive management
- 7,150 pregnancy care visits
- 550 prenatal patients
- 266 deliveries performed by JPCHC providers
- 64% of prenatal had first JPCHC appointment in first trimester, 24% in second trimester, 12% in third trimester

Pediatrics

This year we expanded our Pediatric presence in Marion County with the addition of Dr. Michael Khouli and Dr. Sheila Stewart.

- 20,976 pediatric visits
- 6,717 total patients
- 1,459 newborn visits (age 0 at time of appointment)

Dental

For our Medicaid or self-pay patients, basic dental services are offered at our 16th Street Location in Indianapolis. This year we relocated our Madison County dental facility into a brand-new space within our existing Wigwam practice in Anderson (more on p. 13). We established a new BH and Dental partnership to manage anxiety for new patients.

- 4,207 dental appointments,
- 2,215 unique patients
- 587 (27%) of dental patients under 18 (pediatric)

Patient Experience

In 2022, we brought on a new professional to oversee our Patient Experience department. Key efforts included a new Online Reviews Response Policy and shortening our federally required Patient Experience Survey from over 40 to 17 questions effective for Q4 2022, helping result in a 70% increase in responses since Q1.

From our Q4 snapshot:



83%
Net Promoter Score 'would you recommend JPCHC'

Where healthcare averages have been reported around 53%.

Highlights where we were rated Good or Very Good:

99%
Providers listen to you

99%
Gives you information you understand

97%
Considers your personal and family beliefs

94%
Health center hours work for me

AMN Language Services

In August 2022, we launched a transformative new initiative with AMN Healthcare to offer two primary new third-party language interpreter services:

165+
Audio Languages (OPI)

available for support scheduling appointments and making follow-up calls

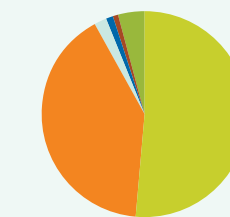
40
Video Languages (VRI)

available for live virtual interpreters on in-treatment-room iPads

The program has already seen significant utilizations in its early stages from mid-August through December 2022:

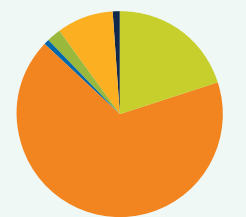
- 2,002 total VRI video calls made
- 40,676 total VRI minutes of interpreters during appointments
- 23-minute average per session
- 2,086 total OPI voice calls made
- 33,236 OPI voice minutes
- 15.89-minute average per call

VRI Video Calls



- Spanish: 52% | 20%
- Haitian Creole: 41% | 67%
- ASL: 2% | 0%
- Punjabi: 1% | 1%

OPI Audio Calls



- French: 1% | 0%
- Other Languages: 4% | 2%
- Unknown: 0% | 9%
- Mandarin: 0% | 1%

From the data garnered, other resulting service changes have included:

- Adding our first imbed interpreter for OB/GYN at Shadeland to serve an uptick in our Haitian Creole population
- Creating AMN lines for each of our Practice Locations + call center we are actively promoting across our website and in all marketing (and one of the only AMN clients reported to be doing so!)
- Prioritizing translation of print marketing collateral by each Practice Location's AMN data
- Added GTranslate language translation for our website according to these top language needs

16th Street is one of two locations, also including Wigwam in Anderson, with an onsite dental clinic accepting Medicaid and self-pay patients.

Our Locations

MARION COUNTY

Arlington Ave.



Practice Manager: Krunal Shah

- Now well-supported by combinations of Physicians and Nurse Practitioners
- Able to offer same day appointments for Pediatrics and Primary care
- Expanded Behavioral Health offerings with 2 PMHNPs and therapists

17 New Hires **12,214** Patient Appointments **3,882** Unique Patients
14.5% New Patients



16th Street



Practice Manager: Amber Melchoir

- Achieved re-accreditation as a Patient Centered Medical Home (PCMH), meeting the National Committee for Quality Assurance's (NCQA) rigorous standards for patient access and care
- Opened onsite patient food pantry
- Added a second RN PCC to help with coordination of care

8 New Hires **12,015** Patient Appointments **3,682** Unique Patients
14% New Patients



Castleton



Practice Manager: Twinkle Gujral

- Incredible growth with 6 new providers, 3 BH and 3 Medical, and new Pediatric service line
- Opened new onsite patient food pantry
- MyChart enrollment leader for JPCHC
- Personal staff support for scholarship fund in memory of our CMA Secoya Williams

12 New Hires **5,765** Patient Appointments **2,179** Unique Patients
16% New Patients



Post Road



Practice Manager: James Melton

- Added a new Nurse Practitioner and Health & Outreach Advocate
- Opened onsite patient food pantry.
- Celebrated the life of our PMHNP Psychiatric Nurse Provider Pamela O'Haver Day after her lengthy battle with cancer

2 New Hires **3,533** Patient Appointments **1,248** Unique Patients
29% New Patients

16th Street Dental Clinic

Part of 16th Street location



Practice Manager: Stephanie Vestal



Dental Director: Jason Hua, DDS

- Added two DDS providers and a Hygienist

2,863 Patient Appointments **1,513** Unique Patients

Shadeland



Practice Manager: Tawanna Wills



Site Medical Director: Michael Khouli, M.D.

- Added a new site Medical Director, Dr. Michael Khouli
- Have a practicing, Spanish-speaking Pediatrician
- Onsite Haitian Creole interpreter for increased population

13 New Hires **13,131** Patient Appointments **4,651** Unique Patients
14% New Patients



Our Shadeland site is one of two locations, along with Anderson, offering full OB/GYN services with pregnancy care and ultrasound.

OUR LOCATIONS

MADISON COUNTY

Alexandria



Practice Manager: Erika Breen

- Added a dedicated Practice Manager who solely manages this site and the services at the Alexandria Schools
- Added 2 new services lines to the practice: Women's Health and OB
- Hires included a new PMHNP for Women's Health and Psychiatric medication management



Anderson



Practice Manager: Sara Standlee

- Welcomed a new OB/GYN, M.D., CPNP, LCSW, and WHNP (with 2 more to start in 2023)
- We set a goal of offering Centering Pregnancy groups for our patients in June of 2023



2022 Expansions

HANCOCK COUNTY

Greenfield



Practice Manager: Nicole Mann

- Expanded our BH program with 2 PMHNP's and 3 master's-level therapists
- More continual growth has led to adding a 3rd Patient Service Representative (PSR) to the team



Our Greenfield location underwent an expansion this year by taking over and custom-fitting an empty shell space next door to their Location. This construction project, completed early fall, allowed for 5 extra treatment rooms, a Behavioral Health and Medical Assistant area, a larger space for the Health & Outreach Advocate to accommodate families, plus a new conference room area and leaves room for future growth.



2022 Expansions

MADISON COUNTY

Wigwam



Practice Manager: Heather Waymire

- Brought on a new, full-time Practice Manager
- Added a PMHNP
- Continued our local school-based services



Wigwam Dental Center

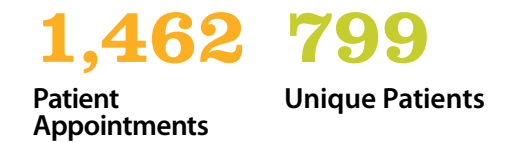
Part of Wigwam location



Practice Manager: Stephanie Vestal



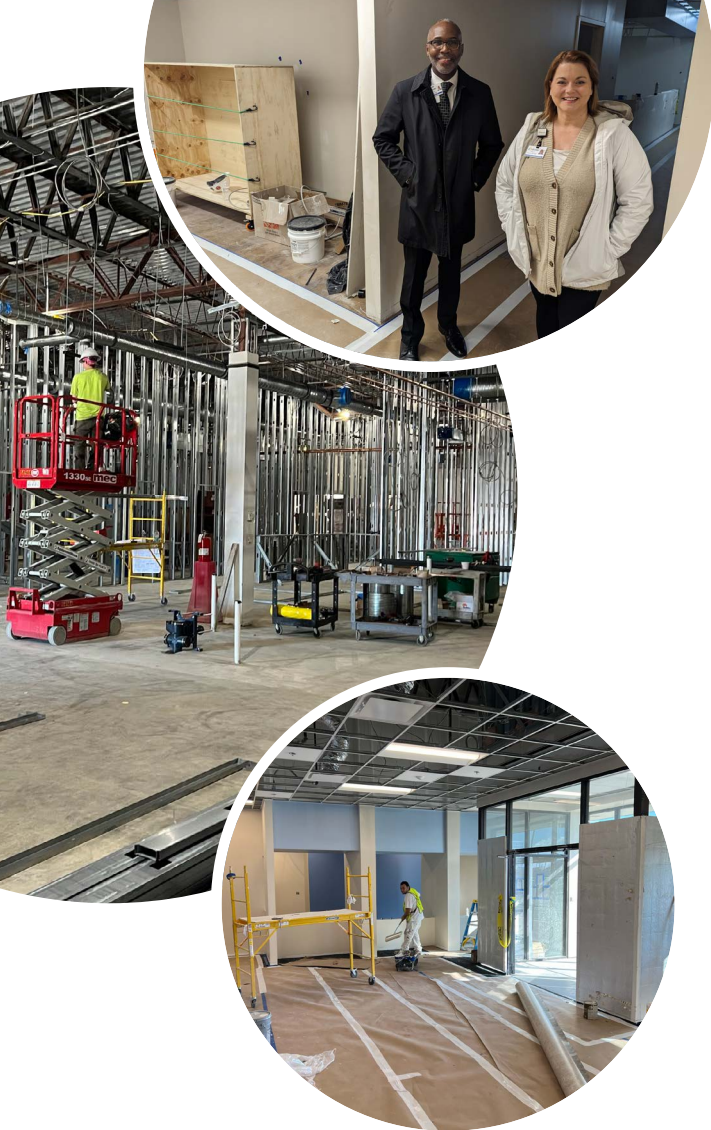
Dental Director: Jason Hua, DDS



In the fall of 2022, we officially relocated our Anderson Dental Clinic from its prior location at D26/Ebbert Career Center and into a brand new, custom-built space within our existing practice at the historic Wigwam building. Our four new treatment rooms have held an increased volume of patients since the move.



Mayor Thomas Broderick Jr. and other community leaders, partners and staff came out in force to our Open House event on November 9, 2022. Pictured here with our dental team leaders (left) and executive team (right).



2023 Expansion Efforts

SHELBY COUNTY

Shelbyville



Practice Manager: Dawn Houchin

- Expanded our services and added a second PMHNP in 2022

3	7,927	1,440
New Hires	Patient Appointments	Unique Patients
		<i>18% New Patients</i>

Full renovations begin for our Shelbyville Location's \$1M move, covered by a federal grant, in Spring 2023 to a former Gordman's department store. Just under half a mile from our current locations, we will have more than triple the space from 5,000 to 15,000 square feet for primary care and behavioral health services. An Open House event was planned for April 11th, 2023.



2023 Pharmacy

JPCHC has purchased what was formerly George's Pharmacy (East Side Perscription Shop) in the building adjoined to its 16th Street Location, with plans to demo the entire space and open a NEW Jane Pauley Community Health Center Pharmacy.

Stay tuned for the completely new space and initiative in 2023!



Community Outreach



60+ Community Events & Sponsorships

Our leaders and Health & Outreach Advocates (HOA's) from each Practice Location attend local events to let our communities know of the services and support JPCHC can provide. Here are just a few highlights.

Anderson Speedway

As an Anderson Speedway "Night of Thrills" sponsor during Labor Day races, we spoke to patrons and let employees enjoy watching the races.

County Fairs

Each year our tents at the various Madison & Hancock County fairs let us connect our resources with the broader local community.

Black Expo

In July we joined Community Health Network's booth at the Indiana Black & Minority Health Fair, connecting with thousands of people from all socioeconomic status, and we tabled at the Anderson Black Expo.



Weekly Outreach

We also have HOA's going to partner locations and assisting the community in their own space.

Madison County

- Lil' Miracles
- Health & Wellness Days
- Excel Center
- Eleos Center/Christian Center
- Family Resource Center
- Wheeler Mission

Marion County

- Work One
- Gennesaret Center



New Patient Services



New Patient Food Pantry Launches

Meeting a long-time need of our patients, 2022 was the year we utilized grant funding to open on-site patient food pantries at select Practice Locations. After extensive logistical planning, support of key partnerships including Second Harvest, Gleaner's and Second Helping, and health department licensing, we opened the doors of our first three locations in October 2022. In just the first quarter of operations we saw hundreds of our patients and their families served.

Our first JPCHC-branded sprinter van for food deliveries and hiring of a new program Coordinator came next. Now with an ensuing roll-out underway to have pantries at each Practice Location by summer 2023, we are also continuing to develop nutrition-education material provided and start next-phase plans for community education and expansion.

Visit www.JanePauleyCHC.org/Food for more.



Nutrition Education

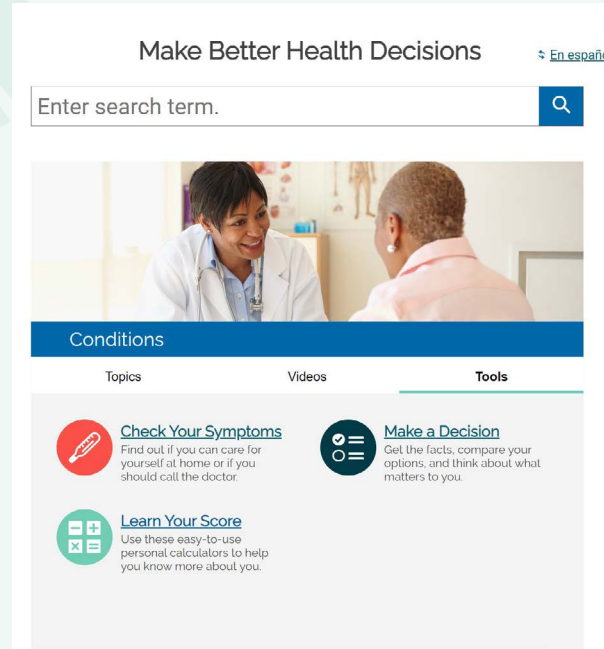
Utilizing Hypertension grant funding, a dedicated nutritionist was brought on board and several initiatives piloted in 2022. This included:

- Three-week hypertension education group classes, with four rounds of the class completed in 2022.
- Piloted Produce Rx program in partnership with the Marion County Health Department (MCHD), giving 10 patients \$90 per month to spend on fresh produce for one year
- Started to offer 1:1 nutrition counseling to adults, peds, and pregnant patients free of charge. In person (Indianapolis) and telehealth visits were provided.
- Created new patient education handouts to enhance learning and retention of information



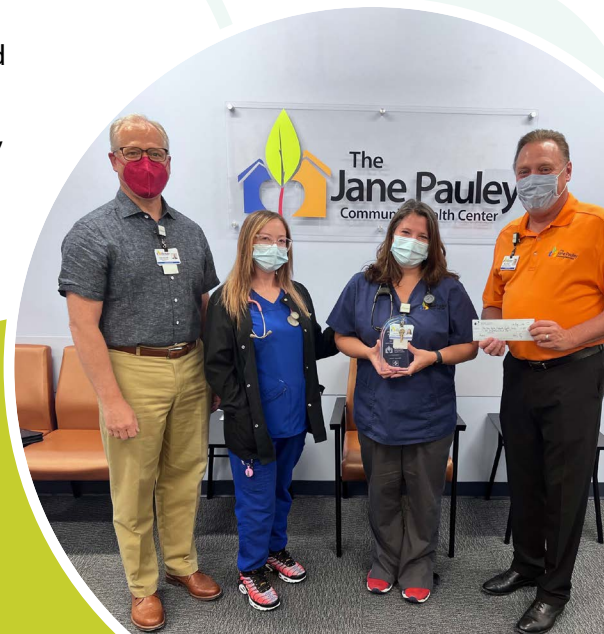
Healthwise Patient Resource Center

With aim to help patients take a more active role in their healthcare, we partnered with Healthwise to launch their leading online resource center for JPCHC patients. In our new JPCHC-branded portal at www.healthwise.net/janepauleychc and also available directly off our website, patients can search by condition, wellness topic, life stage and more for up-to-date articles, videos and other easy-to-access tools to make better health decisions. Marketing plans to further promote this resource are underway.



CAREMINDr: Excellence in Remote Digital Care

Under new grant funding through the National Hypertension Control Initiative, we launched a program with CAREMINDr, a provider of mobile-enabled remote patient care. Participating patients with high blood pressure receive free digital blood pressure cuffs for home use. JPCHC team members remotely monitor abnormal results and make treatment recommendations. In 2022, CAREMINDr recognized JPCHC with an 'Excellence in Innovation in Remote Digital Care' award. In our first 12 months implementing the program, amidst COVID adversity, we were deemed "one of the absolute best Centers in engaging patients" as we steadily increased enrollments and showed more controlled blood pressures for those patients participating in the program. By the end of 2022 nearly 800 patients were enrolled. And, for those fully participating, improvements in blood pressures exceeded those achieved by traditional, periodic, in-person visits.



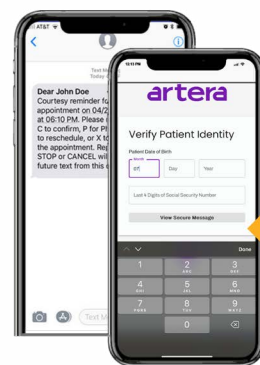
Improved Patient Communications

Launch of New Patient Text Messaging Platform

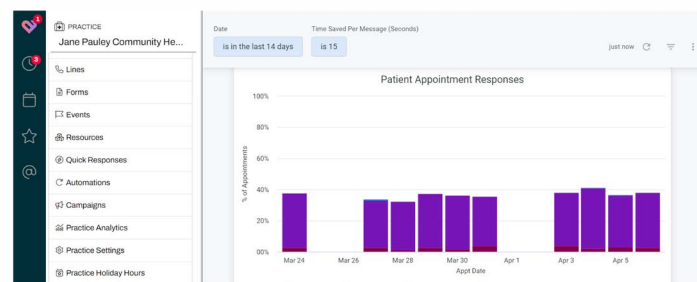
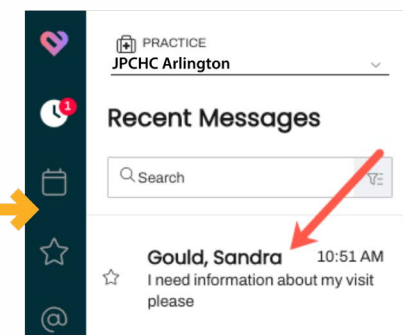
Deemed a “game changer” by our call center and staff, we launched a new patient communications platform called Artera (formerly WELL) in October 2022. This OCHIN Epic-backed application is the new system for sending automated patient appointment reminders, but also offers a real-time messaging dashboard for our teams to text message back-and-forth with patients.

- Launched new “Text ‘Care’ or call” action across marketing
- Reduction of no-shows and easier rescheduling
- Significant call center/PSR time savings without playing phone tag
- Easy management of provider out, weather delays and other key broadcast alerts
- Have already tripled response rate for Patient Experience survey with post-visit link
- Exploring other education and outreach campaigns for 2023

Patient text messaging



Staff messaging dashboard



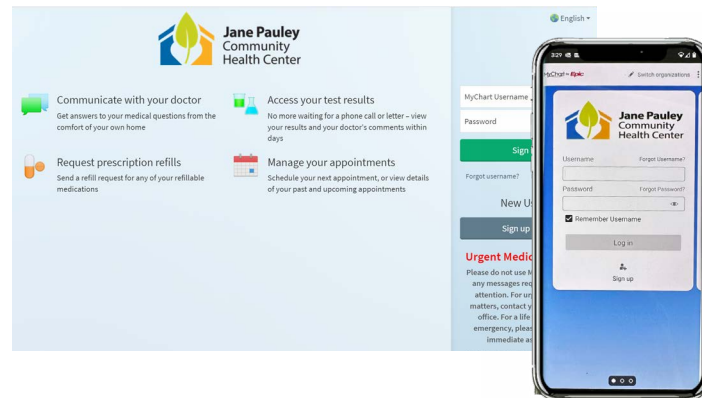
Real-time analytics

OCHIN Epic & MyChart Enhancements

JPCHC utilizes OCHIN’s Epic practice management and electronic health record (EHR) solutions. As this is a critical point of care and communication, we are constantly working on optimizations for these systems.

Branded MyChart

This year, with support from OCHIN grant funds, we were able to deploy a JPCHC-branded version of MyChart. This is key to alleviating patient confusion as separate health systems have separate MyChart portals. Continued optimization and digitization efforts are planned for 2023.



Increase in MyChart Usage

Thanks to a new 51% enrollment target and resulting shared best-practices this year, nearly half of our patients are connected to us via MyChart. This type of care is growing every month as we try to meet patients when and where they need support .

25,643
patient-initiated
messages received

44%
year-end enrollment
across Practice Locations

>10%
increase in annual
enrollment

54%
top Location enrollment
at Castleton

Educational Opportunities

Students & Residents

At JPCHC, we are a respected educational site for the training of nurses and doctors:

- In 2022 we signed new educational agreements with Purdue University, Vanderbilt University, University of Alabama, Maryville University and University of Missouri.
- We welcomed Marion University Medical Students into our Shadeland practice.
- Our Shadeland site has also been a track for underserved medicine education for the Community Hospital East Family Medicine Residency program for over 10 years, with JPCHC welcoming 10 residents each year for three years of training. On this ACGME-approved track, all residents participate in patient care at the site and hospital for ambulatory pediatrics and gyn training, with Community Physician Network (CPN) faculty. The goal of the partnership is to train and retain physicians in care of underserved populations.

Diversity Equity & Inclusion Training

In 2021/2022 we brought in an external partner, Techserv, to conduct our first-ever staff DE&I training efforts we continue to build upon, and crafted the following foundational statement for JPCHC:

Jane Pauley Community Health Center recognizes racism as a public health issue. With that recognition, JPCHC embraces diversity, equity, and inclusion as it addresses the needs of our employees and services to the community.

Launch of Pathway Program

Launched in 2022 with Ivy Tech as our major partner, the Pathway Program offers a career track for those in Certified Medical Assistant (CMA) programs. JPCHC hosts them as externs to receive hours while supporting back-end clinical functions, allowing both student and JPCHC to see if this is a good career fit. Students have the opportunity to become credentialed, hired on as a medical assistant and have six months to complete certification, at which time their pay increases and they get a bonus to stay on board.



5/6

Enrollees on track to join as full-time, Certified MA's



Brendon Smith PhD, HSPP & Chelsea Holbert, Psy.D, HSPP present their yellow belt project on Behavioral Health Utilization that enhanced our BH warm hand-off process (top). The spring 2022 cohort group at their commencement ceremony (bottom).

Six Sigma: Building a Culture of Continuous Improvement

“Excellence is never an accident; it is always the result of high intention, sincere effort, intelligent direction, skillful execution and the vision to see obstacles as opportunities.”

JPCHC invests concurrently in its employees and in identifying operational improvements with Six Sigma, a widely-recognized method to improve the capability of business processes. Staff have been invited to seek JPCHC-sponsored training and certification under Six Sigma’s “Belt title,” from Yellow (functional understanding) to Green (analyzation aptitudes) to Black (leadership and mastery), showing specific progression on mastering the process improvement path.

2022 marks the third cohort group and second year offering the “Yellow Belt” program internally to JPCHC leaders and staff, in partnership with The Green Dot Consultant Group. The four-month certification process, which sees team members ideating and running their own JPCHC-focused improvement projects, is offered at no cost to staff, who are also allowed internal time and given coaching from Green Dot. To date, JPCHC has 28 active certified yellow belts, with 11 more set to graduate from cohort three in spring 2023. Past that, JPCHC will extend a summer Green Belt cohort, and then specially-select five leaders to become Black Belts.

COO Patrick Wooten, a certified Six Sigma Black Belt, is the program’s executive sponsor. Through his many years of experience, he has seen the power of Six Sigma in other networks, including decreasing “Medication Prior Authorization” lead time by 50% within an FQHC setting and identified 1.1 million dollars of unpaid claims due to non-adherence to filing limits with newborn dependent coverage for delivering mothers.

The program has already led to tangible JPCHC improvements. In cohort two, lean practitioners Lauren Wack and Erika Breen’s project explored clinics’ Document Scanning Processes. Their findings and recommendations led to a newly formed Health Information Management “HIM” department with increased efficiency, healthcare information access optimization, and other critical aspects involved with revenue cycle management. Other large-scale projects included: Improve Utilization of Patient Surveys, Vaccine Inventory Management, Optimization of language services offered at JPCHC, and more.



28

Active Certified
Yellow Belts

3

Cohorts



“Sometimes, a true challenge turns into a valuable learning experience and a worthy contribution to your organization.”

**Terri Kyle, Women’s
Nurse Practitioner &
Second Cohort Graduate**

Corporate Initiatives

Marketing Strategic Plan & Brand Update

After 12 years of growth without a formal marketing department, JPCHC leadership identified the need for new efforts to create better brand cohesion and awareness and ultimately, help drive up patient volumes. Following an RFP process, Lamplight Strategies was selected in fall 2021 to do a detailed marketing audit and ‘playbook’ of recommendations. Its principal, Lauren Smith, has since been retained to help lead our marketing and marketing-operations through 2023, working in close partnership with our COO Patrick Wooten.

Key 2022 executions included:

- JPCHC logo refresh with subsequent new trademarking efforts
- Market & internal stakeholder research for development of new brand messaging guides
- Redevelopment of creative identity across new brochure and other collateral
- Launch of NEW website at JanePauleyCHC.org
- Lead online payment overhaul, MyChart branding, Artera identification & launch
- Created new Online Reviews Response Policy & social media plans
- Began community partner engagement to re-develop referral processes and support materials, including new partner online resource center
- Established a marketing data dashboard to measure data & results
- Overhaul of recruitment marketing (as noted on p. 5) + new website section
- Began development of JPCHC’s first local advertising & digital marketing plans



ORIGINAL LOGO



UPDATED LOGO

Crisis Communications & Emergency Operations Plan Development

Engaging external consultants experienced in crisis management and communications under our COO Patrick Wooten, and in partnerships with our Facilities & Emergency Preparedness team, we spent six months developing a robust company-wide crisis plan. This effort kicked off with a workshop in January where over a dozen organizational leaders helped identify and prioritize possible threats, went through a robust stakeholder “tollgate” audit and was finally board-approved in August 2022.

The ensuing plan established an incident management team, details protocol for activations and includes boilerplate communications, across five situations identified as top priority by our leaders: natural disaster, pandemic/epidemic, violent crime/active aggressor, data breach or cyber attack, online reputation crisis. This critical plan and its many accompanying documents will further be developed out under the purview of facilities in 2023 and beyond.



Coming 2023: Jane Pauley Community Health Center Foundation

Plans are underway for standing up a new non-profit entity in 2023. This structure will help expand our efforts in the communities we serve, with more supporting programs to staff, community and patients alike.



Our January 2022 Crisis Communication Workshop with key leaders (top right). Food pantry van at Post Road (below) and just some of our 248 dedicated staff members 'caring for our communities' every day.



A New Framework for Our Impact

The United Nation's Sustainable Development Goals (SDGs) define global aspirations agreed upon by all UN-member governments for 2030. It also provides a framework for organizations to report their efforts, as many major healthcare leaders are doing.

In early exercises to develop future Corporate Social Responsibility (CSR) efforts for JPCHC, already well-aligned with the nature of our services, we want to mark 2022 as the first year we too are tracking progress against these shared goals for the greater good.



Reduce Patient Food Insecurity

With this first-year launch of on-site patient food pantries, we will continue plans to build on nutrition-education resources and other future offerings alongside our community partners.



Healthcare Access for All

The core of what we do is serving as central Indiana's trusted non-profit for quality healthcare, with or without insurance and regardless of patient needs. Our focus remains on continuous improvements for access to care and addressing the social determinants of health in our communities.



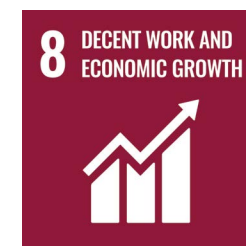
Ongoing Learning for Patients, Teams & Partners

From our new online patient resource library and other post-visit educational materials, to student/educational job opportunities, community partner resource webpage and staff training opportunities, our aim is ensuring access to inclusive growth opportunities for all.



Equal Empowerment & Access

We maintain a commitment to gender equality across providing OB/GYN care, regardless of ability to pay, partnering with women's community support services for patient referrals and supporting our majority-female workforce and leadership team.



Keeping Our Team Top of Mind

Our focus is on diversity, equity and inclusion and development opportunities across the hundreds of team members employed. Plus, maintaining policies for fair hiring and labor practices, pay equity and, with efforts like our crisis planning, prioritizing the safety and well-being of our staff.



Caring for Our Communities

We actively collaborate with local government entities, organizations and associations to collectively advance support resources, ensure equity of care and otherwise improve how we meet the unique needs of our local populations.

Visit Us at Any of Our Locations

MARION COUNTY

16th Street

5317 E. 16th Street
Indianapolis, IN 46218

16th Street Dental Clinic

5317 E. 16th Street
Indianapolis, IN 46218

Arlington Ave.

1315 N. Arlington Ave, 2nd Floor
Indianapolis, IN 46219

Castleton

7481 N. Shadeland Ave, Suite A
Indianapolis, IN 46250

Post Road

8931 E. 30th Street
Indianapolis, IN 46219
(at the Renaissance School)

Shadeland

2040 N. Shadeland Ave, Suite 300
Indianapolis, IN 46219
(Community Health Pavilion)

MADISON COUNTY

Alexandria

121 W. Washington Street
Alexandria, IN 46001

Anderson

1210B Medical Arts Building, Suite 300
Anderson, IN 46011

Wigwam

1229 Lincoln Street
Anderson, IN 46016

Wigwam Dental Center

1229 Lincoln Street
Anderson, IN 46016

HANCOCK COUNTY

Greenfield

1107 N. State Street
Greenfield, IN 46140

SHELBY COUNTY

Shelbyville

1818 E. State Road 44, Suite B
Shelbyville, IN 46176



Jane Pauley
Community
Health Center

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