



Jane Pauley
Community
Health Center



2025 ANNUAL REPORT



**Integrated
Care for
the Whole
Community**

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Mission, Vision & Values

OUR MISSION

The mission of Jane Pauley Community Health Center is to provide accessible, respectful, and integrated healthcare to all regardless of insurance status.

OUR VISION

Jane Pauley Community Health Center will be the provider of choice in the communities we serve as responsible and compassionate leaders in health care.

OUR VALUES

- Quality Care
- Integrity
- Community
- Stewardship
- Partnership
- Health Outcomes

A Letter From Our CEO

Dear Friends & Supporters,

Last year, I wrote about growth and transformation, but really, 2024 was just the beginning of that chapter. In 2025, we matured the expansion we started the year before as part of our vision to be the provider of choice in the communities we serve.

We completed our addition of two busy pediatric practices that transitioned from Community Health Network, tipping half of all our primary care patients into the pediatric pool. This marked an important shift in the way we approach leadership roles and how to approach the specific needs of younger patients.

Our Behavioral Health team has risen to the occasion with new offerings for our pediatric patients, rippling through our whole patient population with truly integrated care during primary care appointments.

Additionally, we are looking to add optometry services at the start of 2026, which connects to our mission to provide accessible, respectful and integrated healthcare to all regardless of insurance status. By adding this service, we increase our ability to make services as accessible as possible as a "medical home."

Critical to the success of these new services and approaches is the highly qualified and passionate leaders we hired in 2025. From clinicians to directors, last year was a time of putting in place the support to train, implement, sustain, and improve our growing offerings.

I'm so thankful that you are part of this journey. We couldn't do what we do without our incredible team and your support.

With gratitude,



Marc Hackett, CEO



184,665
Patient Visits



57,908
Unique Patients



16
Practice Locations



441
Staff Members



1
Pharmacy Location



\$71M
Annual Budget



Executive Team



Marc Hackett, CEO



Michael Dale, CFO



Patrick Wooten, COO



Eric Serrano, CIO
**new executive position*



Dr. James Bien, CMO
**completed contract in Oct.*



Dr. Karen Hill, CMO

New Executive
Team Members

Board of Directors

- Rachel Burke, Chair**
- Stephanie Moran, Vice Chair**
- Barb Hybarger, Secretary**
- Kelly Dillon, Secretary**
- Tim Hanson, Treasurer**
- August Zehner, Treasurer**
- Dee Aime**
- Kirby Gilliam**
- Mary Baker-Boudissa**
- Howard Dorsey**
- Krystal Hutchinson**
- Kathy Krusie**
- Erin Kuroiwa**
- Cynthia Parkes**
- Paul Wyman**
- Arien Jordan**

GPD Positions



In response to recent growth, leadership implemented a new Group Practice Director (GPD) model to strengthen practice leadership. Shirl Demmings, formerly Director of Operations, and James Melton, previously Practice Administrator at Castleton and Post Road, were appointed to these roles. James oversees the northern region, while Shirl leads the southern region. In their new positions, they support site practice administrators within their regions and collaborate on operational initiatives.

Thank you to our major local partners, also with board representation:



Expanding Our Care

Kokomo Pediatrics

In 2024, JPCHC announced the acquisition of several Community Health Network pediatric sites. Two locations were added that year, with two more joining in 2025, the first being Kokomo Pediatrics in January. As these practices transitioned from Community, patients gained access to expanded services that were previously unavailable.

Families now benefit from free resource navigation and financial assistance services, with a food pantry set to launch soon. The practice has also added a Behavioral Health Consultant, introducing services that were not previously offered. The consultant can meet with patients and their parents during regular appointments to address behavioral concerns and provide guidance on managing mental health.



Located at 3611 S. Reed Rd., Suite 108 Kokomo, IN 46902

These additions have strengthened the practice's ability to support families and contributed to a successful first year post-acquisition, with **Kokomo Pediatrics serving 8,037 patients in 2025.**



Since the transition, County Line Pediatrics has begun offering new services that were not previously available to patients, such as resource navigation to help families connect with community support, and a food pantry. Additional service expansions are scheduled for 2026, including integrated behavioral health services.

Since joining JPCHC, **County Line Pediatrics has served 8,262 patients**, and the practice's staff have demonstrated strong enthusiasm and commitment as they integrate into the JPCHC team and mission.



Located at 333 East County Line Rd., Suite A-1 Greenwood, IN 46143

County Line Pediatrics

The final Community Health Network pediatric site to transition to JPCHC, County Line Pediatrics in Greenwood, joined the organization in March, marking JPCHC's first expansion into Johnson County.

JEWEL Center

At the end of 2025, JPCHC placed a Licensed Practical Nurse (LPN) at the ROCK Community Center in the Arlington Woods neighborhood. The center serves local families through youth sports and educational programming, and the LPN functions as a school nurse, providing care for children who become ill or injured while participating in activities at the center.



Located at 5817 E 32nd St., Indianapolis, IN 46218

Plans are underway to expand services at this location in 2026 with the addition of a Nurse Practitioner. This clinician will be able to provide comprehensive primary care to children who attend the ROCK Community Center and their families, further extending JPCHC's reach into the community. The center's proximity to the 16th Street clinic will also allow for seamless referrals to additional services, including behavioral health, dental, and pharmacy care.

Informatics Program

In 2025, the Information Technology Department launched a Clinical Informatics Program designed to optimize the Electronic Health Record (EHR) and to more effectively support clinicians in delivering high-quality patient care.

Led by Director of Clinical Informatics Dr. Claire BLawrence, the program has:

- Enhanced clinical efficiency through the pilot of Abridge AI, automating clinical documentation
- Developed a network of provider super-users to champion technology adoption
- Partnered with IT to expand provider access to Heidi AI
- Collaborated with the Quality team on population health and value-based care initiatives
- Worked with Business Intelligence to design provider-focused performance dashboards
- Partnered with Behavioral Health providers to improve clinical workflows and technology adoption
- Collaborated with Clinical Support to modernize new employee training and improve system alerts for clinicians and patients

Collectively, these efforts position the Clinical Informatics Program as a strategic driver of innovation, efficiency, and clinician-centered system design across the organization.



Claire BLawrence

HR Learning & Development

In 2025, the Learning and Development team transitioned under the Human Resources department, allowing for more direct oversight of staff training and professional development. The team is led by Denise Amato, who grew the team and established initiatives focused on onboarding and employee retention.

Under HR leadership, Learning and Development has expanded training and resources for critical roles, including Medical Assistants. Building on the Medical Assistant career ladder developed in 2024, additional classes were offered in 2025 to train Medical Assistant Preceptors. These preceptors serve as site-based leaders and play a key role in onboarding and mentoring new team members. **In 2025, 20 staff members graduated from preceptor classes representing sites across the network.**

Other 2025 milestones include:

- Welcoming 229 new employees
- Transition to a new onboarding software platform
- Launch of Employee Experience Survey
- 2026 plan for Patient Service Representative (and other role) career ladders



Denise Amato joined JPCHC in March 2025 as Director of Human Resources. Under her leadership, the HR department expanded with experienced professionals, and her background has been instrumental in advancing new employee initiatives at JPCHC.

2025 Employee Satisfaction Survey:

441
Total Employees

99% said working at JPCHC gives them a sense of purpose and meaning

229
New Hires

90% said JPCHC offers a respectful, inclusive, and supportive culture

Employee Engagement Committee

In an effort to strengthen employee participation and engagement, Marketing Program Manager, Katelyn Cowden, formed the Employee Engagement Committee with the support of executive leadership. Ten additional members were recruited to the committee, representing a range of titles and locations throughout the organization. The committee officially launched in May 2025 with the goal of hosting employee appreciation events, recognizing the achievements and hard work of employees, and enhancing staff engagement in the organization's mission. During its inaugural year, the committee planned several initiatives, including an employee picnic to celebrate National Health Center Week, birthday and holiday cards for all staff, and an employee canned food drive benefiting JPCHC's food pantries.

Overall, the Employee Engagement Committee achieved meaningful success in its first year. Planning for the next year is already underway, including additional donation competitions benefiting JPCHC and other local organizations, additional staff events, and the implementation of sub-committees to help with efficiency throughout the busy 2026 year.



2025 Founding Employee Engagement Committee Members

Staff Appreciation Picnic

The Employee Appreciation Picnic took place in August, coinciding with the celebration of National Community Health Center Week. Numerous JPCHC partners supported the event by contributing money, branded items, door prizes, and shirts. The picnic was held in a central location for all sites and included activities such as a raffle, karaoke, a slide, yard games, and more. The picnic provided a valuable opportunity for employees and their families to connect and enjoy time together.

Employee Round Table Discussion

The committee held an Employee Round Table Discussion, inviting staff from across the organization to join a virtual meeting and share their opinions on future committee activities. Participants offered input on preferred forms of recognition, motivational incentives, and additional ways the committee can support staff. Insights from this meeting helped shape planning for the years ahead.

Canned Food Drive

In November, the committee launched a canned food drive to benefit JPCHC's food pantries. This food drive competition coincided with Thanksgiving and growing concerns about reductions in government food assistance during a period when the pantries were experiencing their highest demand of the year. All sites were encouraged to participate, with top contributors receiving a special team lunch.

Over the course of the two-week period, JPCHC employees donated physically and monetarily, **gaining enough donations to supply 352 households with their weekly groceries.** County Line Pediatrics in Greenwood won first place for donations with a total of 1,500 points, followed by Anderson Pediatrics in a very close second place with a total of 1,494 points. Both 1st and 2nd place enjoyed a catered lunch of their choice to celebrate.



Jacob Cottingham and his son at the Staff Appreciation Picnic

Pharmacy Delivery Program

In 2025, the JPCHC Pharmacy launched a new prescription delivery program to expand access across the organization. With a single physical pharmacy location at the 16th Street clinic, JPCHC hired two delivery drivers to transport prescriptions to other sites throughout the network. Daily deliveries to each location have increased pharmacy utilization, allowing patients at any JPCHC site to fill prescriptions through the in-house pharmacy and take advantage of available savings programs.

In addition, the pharmacy introduced home delivery services for patients who are homebound or face transportation barriers. This expansion has further increased pharmacy utilization while significantly improving accessibility for patients across the organization. **When surveyed, 48% of patients who utilized the home delivery program cited a lack of transportation to the pharmacy site as the leading reason.** A total of 8,583 prescriptions were filled through home delivery in 2025.



Christy Davis was hired as Pharmacy Director in April. Her work thus far has been instrumental as the pharmacy expanded the home delivery program and added new pharmacy staff.

A total of **8,583** prescriptions were filled through home delivery in 2025.





Our Patients

41%

increase in total patient appointments YOY

61%

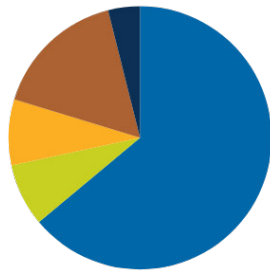
increase in total patients

9%

NEW patients

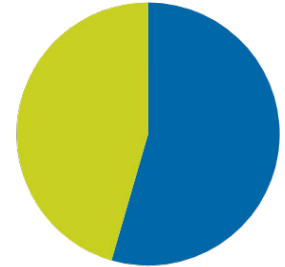
Age Range

- Under 18: 64%
- 19-29 8%
- 30-39: 8%
- 40-64: 16%
- 65+: 4%



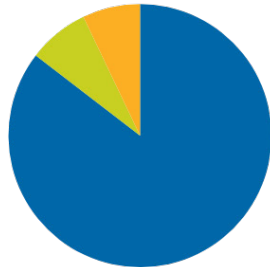
Sex

- Female: 55%
- Male: 45%



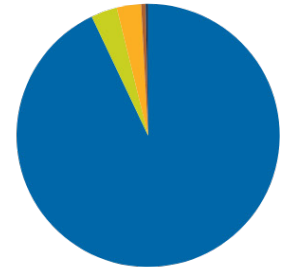
Hispanic or Latino/a

- Non-Hispanic or Latino/a: 85%
- Hispanic or Latino/a: 8%
- Did Not Disclose: 7%



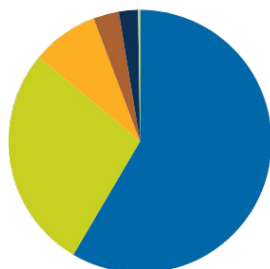
Top Languages

- English: 93%
- Spanish: 3%
- Haitian Creole: 3%
- Unknown: >1%
- Burmese: >1%



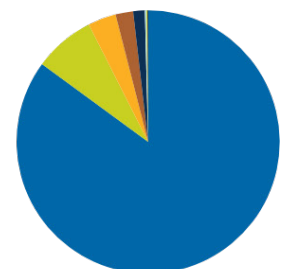
Race & Ethnicity

- White: 59%
- Black/African American: 28%
- Did Not Disclose: 8%
- More Than One Race: 3%
- Asian: 2%
- American Indian/Alaska Native: >1%
- Native Hawaiian/Other Islander: >1%



Sexual Orientation

- Straight: 85%
- Don't Know: 7%
- Did Not Disclose: 3%
- Bi/Pansexual: 2%
- Lesbian or Gay: 1%
- Asexual: >1%
- Queer: >1%
- Something Else: >1%



Patient Experience

Collecting patient feedback is a key component of JPCHC's commitment to patient satisfaction and a requirement of its FQHC designation. Patient experience surveys are sent daily via text message to patients who attended an appointment the previous day. The Net Promoter Score (NPS) shows how likely patients are to recommend JPCHC services to family and friends. This score thereby serves as a comprehensive indicator of performance across all areas of patient care and service.

Patient Experience Specialist, Heidi Kauffman, monitors the patient surveys as well as online reviews, and works proactively to address any patient concerns or challenges. For everything from billing questions to exam room experiences, the Patient Experience team helps JPCHC staff provide high-quality care and focus on constant improvement.

Results from our patient satisfaction surveys:

84

2025 NPS Score

7,465

surveys completed
(49% had comments)

92%

gave the highest
rating to their overall experience
with their provider

91%

gave the highest rating to
respect shown by the care
team

92%

gave the highest
rating to the quality
of care provided

88%

gave the highest rating to the
discounted services available
through our sliding fee program

Our website:

98,943

Total site visitors
in 2024

128,696

Total site visitors
in 2025

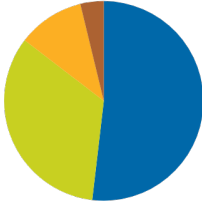
30%

Increase in website visitors
in the past year

Financials

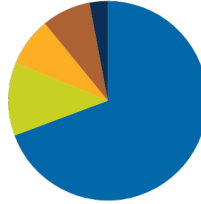
Payment for Services

- Medicaid: 52%
- Private: 34%
- Self Pay 11%
- Medicare: 4%



Income Sources

- Patient Services: 70%
- Pharmacy: 12%
- 340B: 8%
- Grants: 8%
- Other: 3%

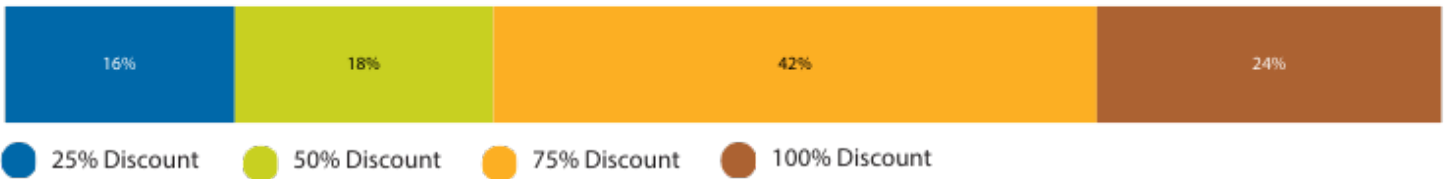


General Expenses

- Salaries/Benefits: 50%
- Other: 50%



766 patients received support regarding our Sliding Fee Scale discount, the internal program to help costs for our underinsured or uninsured patients.



Grant Funding

\$3.7M Annually

U.S. Dept. of Health & Human Services, Health Center Program

Base federal funding to provide services to our uninsured populations.

\$280,000

Indiana Primary Care Learning Collaborative

FQHC Primary Care learning collaborative which supports patient quality improvements.

\$221,000

Helping Build Healthy Communities Innovations in Care

Supports pharmacy-led comprehensive medication management (CMM) of chronic disease which simultaneously addresses social determinants of health.

\$50,000

American Heart Association Cardiovascular Kidney Metabolic Health Initiative

Supports participation in the Cardiovascular Kidney Metabolic Health Initiative to improve evidence based care across the CKM spectrum. Funds support quality improvement work, data reporting, and activities tied to blood pressure control and related care measures.

\$10,000

Urology of Indiana Charitable Fund, a fund of Central Indiana Community Foundation

Supports enhancements at the Kokomo Pediatrics site, including waiting room improvements and targeted outreach. Funds support a welcoming pediatric environment and community awareness of Medicaid acceptance and sliding fee scale services.

\$25,000

Exact Sciences FOCUS Program

Supports Enhancing Colorectal Health Equity Through Multi-Modal Patient and Provider Education. Funds support patient education, provider training, targeted outreach, EMR improvements, and community engagement to reduce screening barriers for adults ages 45 to 49.

\$33,300

Shelby County Health Department Health First Indiana

Supports tobacco cessation education and food access initiatives for patients with chronic disease in Shelby County. Funds support food pantry costs, insulated food bags, and monitoring equipment including A1C and blood pressure machines.

\$3,300

Indy Hunger Network Food Pantry Grant

Supports food pantry improvements through purchase of approved items from the submitted grant budget.

\$10,000

Indiana Youth Institute Youth Worker Well Being Project

Supports youth worker well being activities as outlined in the approved project plan. Funds support staff wellness related activities and required reporting to Indiana Youth Institute.

\$5,000

Drug Free Howard County

Supports the TPSOC ASAM certified residential treatment unit. Funds support purchase of rolling blood pressure machines to enhance patient monitoring and medical support in the residential setting.

\$1,500

Delta Dental Foundation Increasing Dental Access and Education Through Pharmacy Partnerships Project

Supports the Increasing Dental Access and Education Through Pharmacy Partnerships Project. Funds support educational cards and translation services tied to pharmacy based patient education.

\$28,542

Indiana Family Health Council SEA 2 Contraceptive Access Program

Supports contraceptive access and family planning services. Funds are used as payer of last resort to increase access to a broad range of contraceptive methods in compliance with SEA 2 requirements.

\$688,329

FSSA DMHA State Opioid Response 4 Mobile Integrated Response System

Supports Mobile Integrated Response System teams serving people with or at risk of opioid or stimulant use disorder. Funds support harm reduction activities, peer recovery support, naloxone distribution, transportation assistance, case management, and warm handoffs to recovery resources.

\$27,500

FHLBank Indianapolis Community Multiplier Member Match Program

Supports the Recovery Café initiative. Funds support core café programming such as peer support, case management, and activities that promote stability and long term recovery.

\$24,000

Howard County Health Department Health First Indiana Recovery Café

Supports Recovery Café programming in Howard County. Funds support activities described in the approved application and delivery of program services during the grant period.

Our Services

2025 Growth

166%

increase in pediatric visits from our Community Health Network expansion

9%

growth in Behavioral Health appointments

205%

increase in vaccines administered

93% | 7%

in-person | 7% virtual visits across JPCHC



Primary Care

- **40,860** visits and **28,122** patients for well-checks and annual exams
- **33,987** vaccines administered
- **11,337** HIV tests given
- Top five primary care needs by number of visits:
 - Hypertension – **11,832**
 - Diabetes – **7,196**
 - Obesity – **6,466**
 - Asthma – **5,963**
 - Tobacco use disorder – **2,763**



Behavioral Health

- **46,054** visits and **7,157** patients seen
- **41,706** patients screened for depression and alcohol abuse
- Top five behavioral health needs by number of visits:
 - Anxiety disorders, including PTSD – **36,401**
 - Depression and other mood disorders – **31,244**
 - Attention deficit and disruptive behavior disorders – **19,594**
 - Other mental disorders – **18,764**
 - Alcohol and substance abuse – **8,671**



Pediatric Care

- **98,757** visits and **36,120** patients seen under 18
- **2,756** newborn patients seen
- **5,937** developmental screenings completed



Dental

- **2,321** dental exams completed
- **1,462** fluoride treatments performed
- Top four reasons for dental visits by number of visits:
 - Prophylaxis – **1,603**
 - Restorative services – **854**
 - Rehabilitative services – **402**
 - Oral surgery – **369**



OB/GYN

- **8,433** GYN screenings
- **3,891** contraceptive care visits
- **4,146** visits for pregnancy care

AndHealth

2025 marked the second full year of JPCHC's partnership with AndHealth, which has increased pharmacy revenue and expanded the range of services available to patients. These additional services help JPCHC better serve patients, broadening access to specialty care.

AndHealth provides critical services, including rheumatology, neurology, and dermatology. At JPCHC Pharmacy, an embedded AndHealth team provides specialty pharmacy services alongside the JPCHC Pharmacy staff. This partnership increases pharmacy revenue through offering specialty prescriptions while keeping costs low for patients whose care relies on these important medications.



“ I went through fertility treatments for all my children. AndHealth is the reason that I was able to get pregnant naturally this time. I 100% believe that has to do with the easy medication access, supplements, food choices, and fasting. All these things to me, is what caused my body to reset. AndHealth has changed my life. ”

-Amanda
JPCHC Patient

Comprehensive Disease Management:

- **319** patients by end of 2025 – **118%** increase YOY
- **177** were new to JPCHC – **190%** increase YOY
- **142** existing patients were able to stay at JPCHC for this care – **67%** increase YOY

Specialty Care:

- **595** specialty care visits referred to AndHealth
- **191** of those visits were completed

Pharmacy:

- **315** patients supported by AndHealth pharmacy services
- **191** of whom are being helped in the in-house pharmacy
- **432** specialty prescriptions filled by JPCHC pharmacy

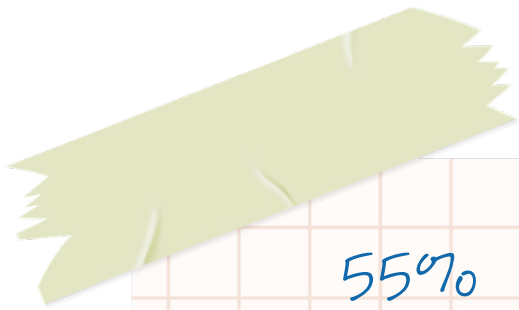
Quality

The Quality Team expanded population health endeavors in 2025 and saw several quality metrics improve. These improvements came from training clinical staff on clinical quality goals and markers, as well as emphasis on documenting care that was already being done. Patient text outreach for lapsed care of chronic conditions like diabetes and hypertension contributed to closing care gaps and reaching Quality goals.

One important addition to the Quality team is a new Registered Dietitian, Kristie Garner. In the past, dietitians at JPCHC focused on individual patient services. Kristie's work will take a different approach, with plans for group nutrition and food preparation classes to reach more patients and create a system of support and collective learning. These classes will address how diet affects chronic conditions and can support healthy outcomes. Kristie expects classes to begin early in 2026.



Kristie Garner is a Licensed and Registered Dietician who has been in the field for 7 years. Her approach to group classes will strengthen JPCHC's mission for comprehensive healthcare, providing patients with the necessary skills to pursue healthy eating for chronic disease management.



5590
child development
screenings
(increased 30% from 2024)

100
pack and plays distributed to
patients and community
organizations through our
Cradle Indy grant

200
Uber rides provided to
patients 0-1 yr old for WCV
and lab visits through our
Cradle Indy grant

60
car seats and 300 sleep
sacks distributed to
patients through our
Cradle Indy grant

AMN

JPCHC’s collaboration with AMN Language Services entered its third year, continuing to provide essential interpretation and translation support for patients and staff across clinic sites. AMN’s “green machines” offer live video interpretation in up to 90 languages, ensuring effective communication during patient visits. Staff can also access on-demand phone interpretation, allowing for immediate language support when needed, extending JPCHC’s reach of care in the community.

59%

increase in VRI calls YOY

>45

languages supported

21,950

OPI voice calls

12,749

VRI video calls

273,026

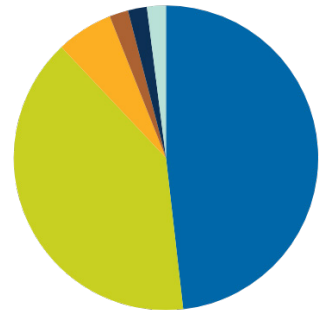
VRI minutes of in-practice translation support

21.42

minutes average VRI duration

Top 5 Languages by VRI Minutes Used

- Spanish: 48%
- Haitian Creole: 40%
- All Other Languages: 6%
- ASL: 2%
- Burmese: 2%
- Punjabi: 2%



Artera

Artera also entered its third year of use at JPCHC in 2025. The platform has strengthened JPCHC’s outreach efforts by enabling timely, targeted messaging to patients who have not yet engaged in care or who are due for services such as well-child visits, seasonal vaccinations, and other preventive care. The platform also reduces missed appointments by delivering accessible appointment reminders.

1,699,860

total messages sent
(2.5x more than all of 2024!)

55%

appointment confirmation rate
(+2% from 2024)

182,455

campaign messages sent
(across 195 total campaigns)

5.6%

average campaign response rate
(24% was the highest rate for a single campaign)

Marketing & Communications

The Marketing and Communications department saw several changes in 2025 under the leadership of Director, Caroline Hoy, including the addition of a dedicated Public Relations (PR) Assistant in August. Formerly the Administrative Assistant, **Emma Wynn** joined the Marketing team to focus on making and maintaining relationships with media contacts and garnering media coverage to increase brand awareness.

Media relations help the team spread important messages to the community while also increasing brand awareness. One key message from 2025 was the importance of flu vaccination, which received coverage with a JPCHC provider's quotes in both the Indianapolis Recorder and Mirror Indy.

Caroline Hoy spoke at the 2025 Indiana Healthcare Marketing and Public Relations Society conference in November. She spoke on lessons learned from the year of growth, especially with the transition of the four pediatric locations to JPCHC.

Additionally, **Katelyn Cowden**, previously Marketing Content Specialist, was promoted to Marketing Program Manager. In this new position, Katelyn will focus on project management and internal customer workflow. Plans are underway to add an additional team member in 2026 to scale Marketing and Comms with the network's needs.



Caroline Hoy's work anniversary celebration

407
social media posts
made

996
New followers on
JPCHC accounts

157
New followers on
TPSOC accounts

5
Media
placements

61
Company
newsletters sent





JPCHC Foundation

Officially established in 2024, the JPCHC Foundation continued to build a strong framework for future fundraising efforts throughout 2025. This work included engaging JGA Consultants to gather feedback from community partners and local leaders, helping to identify JPCHC’s strengths, opportunities for growth, and long-term philanthropic priorities.

Guided by this input, **the Foundation is positioned to advance its fundraising strategies in 2026**, with key funding priorities including behavioral health services, the food pantry, and an employee assistance program for JPCHC staff.



In June, Katie Kaminski was appointed Director of Foundation Development to lead the Foundation’s efforts. Since her appointment, she has focused on building and strengthening relationships with community partners and potential donors, laying the groundwork to launch expanded philanthropic initiatives in 2026.



JPCHC staff members with Jane Pauley at Poynter Bowtie Ball

Thank you to our
food pantry partners:



—  —
G L E A N E R S



JPCHC Food Pantry

JPCHC's food pantry program experienced increased demand in 2025, driven in part by late-year concerns about potential cuts to government food assistance programs. JPCHC expanded access by adding three new food pantry locations at Turning Point System of Care, County Line Pediatrics, and Anderson Pediatrics. An additional pantry at Kokomo Pediatrics is currently in development and expected to open in early 2026.

The food pantry remains a core component of JPCHC's mission to recognize food as healthcare and to provide essential nutritional support that positively impacts patient health outcomes. This work is strengthened by the generosity and collaboration of community partners, whose support has helped expand pantry operations. Through these partnerships, JPCHC added a new delivery van in 2025 to facilitate deliveries between pantry locations.

No _____
Date _____

The Food Pantry program provided essential food support to 7,477 patients, including 1,859 children, helping to address food insecurity and support overall health and well-being.

Across 4,999 total visits, the pantry distributed 9,477 bags of food, ensuring families and individuals had consistent access to nutritious food.

Enabling Services

JPCHC's Community Resource Navigators (CRNs) play a vital role in connecting patients with needed resources and support. They are specially trained to help individuals understand eligibility for programs such as Medicare and Medicaid, as well as assist with insurance enrollment. Beyond these core functions, CRNs provide a wide range of support services designed to strengthen patient and community well-being.

In 2025, JPCHC expanded this work with the addition of a dedicated Community Health Worker (CHW) position. While all CRNs hold CHW certification, this role focuses more broadly on addressing patients' social and community-based needs beyond insurance. CHWs can help in many ways such as assisting new parents in obtaining essential care items, connecting patients to housing resources, and supporting families as they enroll in assistance programs. JPCHC currently employs three CHWs who provide these services throughout the community.

1,884
appointments completed by Social
Services and Community Health Workers

1,017
Medicaid applications submitted
(597 approvals)

143
Marketplace consultations

10,065
follow-ups related to Sliding Fee
Scale Applications
(1,261 applications approved)



Our Locations

Marion County

Shadeland

The Shadeland clinic provides family medicine and behavioral health services, as well as comprehensive OB/GYN services, pediatrics, and a food pantry for patients.

18,589	5,612	567
Appointments Completed	Unique Patients	New Patients

Post Road

The Post Road clinic includes family medicine and behavioral health services. Post Road also has a food pantry available for patients.

6,381	2,059	257
Appointments Completed	Unique Patients	New Patients

Castleton

The Castleton clinic includes family medicine, pediatrics, and behavioral health services. Castleton also features a food pantry that is available for all patients.

6,283	2,643	71
Appointments Completed	Unique Patients	New Patients

16th Street

The 16th Street clinic offers family medicine, behavioral health, dental services, and a food pantry. The JPCHC Pharmacy is also in the same building.

10,951	4,175	959
Appointments Completed	Unique Patients	New Patients



Shadeland clinic located at 2040 N. Shadeland Ave Suite 300 Indianapolis, IN 46219

Arlington

The Arlington clinic offers family medicine, behavioral health, and pediatric services. This location also offers food pantry services.

15,942	5,851	682
Appointments Completed	Unique Patients	New Patients

Washington Pavilion Pediatrics

The Washington Pavilion Pediatrics clinic offers pediatric services.

19,721	7,777	22
Appointments Completed	Unique Patients	New Patients

Shelby County

Shelbyville

The Shelbyville clinic includes family medicine and behavioral health services as well as a food pantry for patients.

8,974	1,900	358
Appointments Completed	Unique Patients	New Patients

Johnson County

County Line Pediatrics

The County Line Pediatrics clinic offers pediatric and pediatric behavioral health services as well as a food pantry.

17,642	8,262	14
Appointments Completed	Unique Patients	New Patients



Washington Pavilion clinic located at 7910 E Washington St. Suite 300 Indianapolis, IN 46219

Madison County

Alexandria

The Alexandria clinic includes family medicine, pediatrics, and behavioral health services as well as food pantry services for patients.

4,718	1,173	182
Appointments Completed	Unique Patients	New Patients

Anderson 1210B

The Anderson 1210B clinic offers family medicine, behavioral health, pediatrics, and women’s health services as well as a food pantry for patient use.

13,845	3,355	412
Appointments Completed	Unique Patients	New Patients

The Wigwam

The Wigwam clinic provides family medicine, behavioral health, and dental services on-site. The Wigwam also features a food pantry for patients.

11,101	2,333	439
Appointments Completed	Unique Patients	New Patients

Anderson Pediatrics

The Anderson Pediatrics clinic offers pediatric and pediatric behavioral health services as well as a food pantry available to all patients.

14,241	4,747	14
Appointments Completed	Unique Patients	New Patients



In Fall 2025, one of our School-Based Health Centers (SBHCs) received a therapy referral for an adult student who had recently left home due to ongoing trauma. The student had no belongings, could not take their car with them, lost their job as a result, was worried they may have to return home, and did not know if they would be able to stay in school to graduate. The student engaged in JPCHC school-based therapy services, where they were referred to JPCHC PMHNP and social services. As a result, the student has been able to refrain from moving home, has been earning excellent grades, obtained a job, is participating in extracurriculars, will be graduating this spring, and has obtained a full ride to a local university.

-Behavioral Health patient story

Howard County

Kokomo Pediatrics

The Kokomo Pediatrics clinic offers pediatric and pediatric behavioral health services.

21,888 8,037 117

Appointments Completed Unique Patients New Patients

Hancock County

Greenfield

The Greenfield clinic provides family medicine, behavioral health, pediatric services, and a food pantry for patient use.

12,343 3,076 530

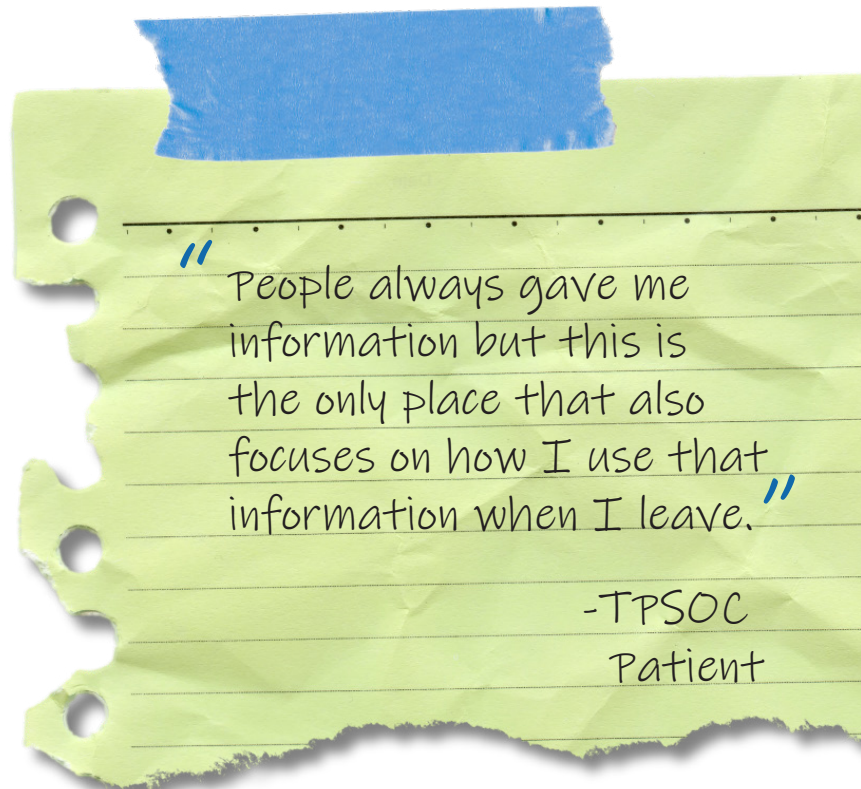
Appointments Completed Unique Patients New Patients

Turning Point SOC

Turning Point System of Care offers a 24/7 detox unit, individual therapy, and peer coaching services. TPSOC also features a food pantry program for active members.

3,248 525 4

Appointments Completed Unique Patients New Patients





Behavioral Health

JPCHC experienced significant growth in its behavioral health service line in 2025, including new providers, such as therapists, behavioral health consultants, and psychiatric mental health nurse practitioners (PMHNPs).

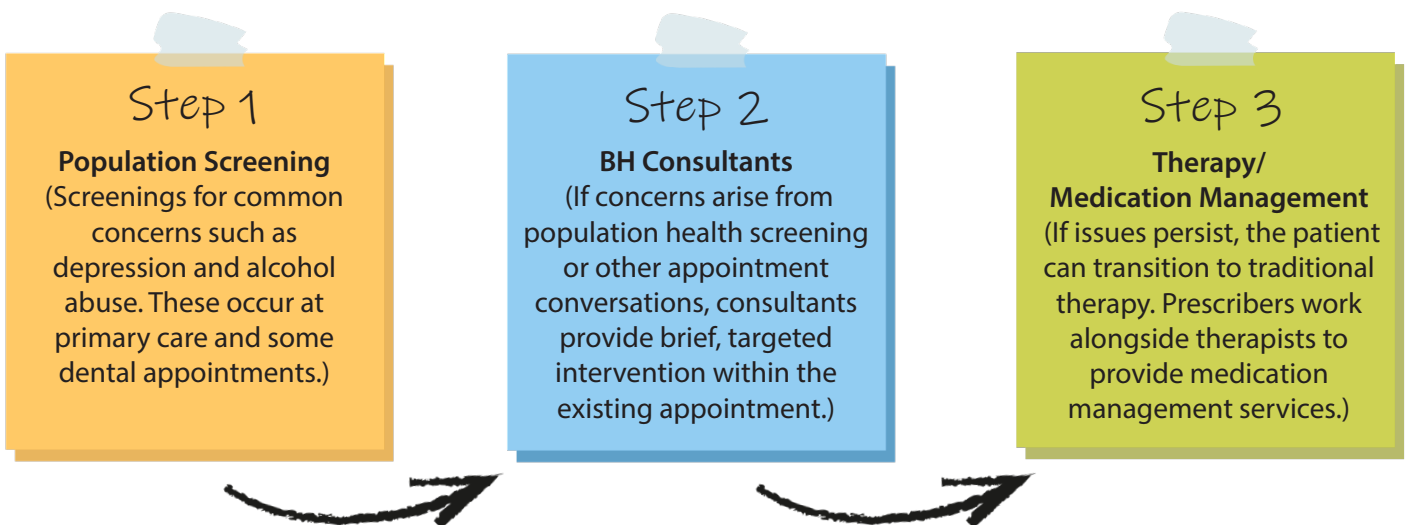
To support this growth, Dr. Brendon Smith was promoted to Executive Director of Integrated Behavioral Health, and Dr. Areef Kassam joined the organization as Medical Director of Psychiatry. This dyad leadership model, supporting both prescribing and non-prescribing practitioners, is uncommon among Federally Qualified Health Centers (FQHCs) and reflects JPCHC's commitment to serving as an industry leader.

After adding Turning Point System of Care in 2024, JPCHC focused on building addiction services. Kurtis O'Brien, LCSW, was hired as Director of Substance Use Disorder Treatment Services to guide this expansion.

In addition, three clinicians were promoted to director-level roles:

- Dr. Gabrielle Pointon, Director of Integrated Health Services
- Dr. Jared Bishop, Director of Behavioral Health Training
- Dr. Laura Yacko, Director of Pediatric Behavioral Health Services

A key initiative of 2025 was the expansion of Behavioral Health Consultants, a cornerstone of the integrated behavioral health model. This new role was piloted at Kokomo Pediatrics, and plans are in place to expand to additional pediatric clinics in 2026. The consultants serve as one entry point in an integrated, stepped-care approach to mental health services, as seen below.



JPCHC Pharmacy



The JPCHC Pharmacy experienced several notable advancements in 2025. As previously noted, the launch of clinic-based and home prescription delivery services was highly successful with plans to expand these offerings in the future. To support this growth, the pharmacy added new staff, including the promotion of a Pharmacy Manager and the addition of a delivery driver and a Pharmacy Technician.

In the fall, pharmacy staff traveled to all JPCHC sites to administer flu vaccinations to employees. This marked the first year the pharmacy team provided on-site employee flu shots at the clinics, and the initiative was a success.

In addition, the pharmacy continued its commitment to workforce development by training pharmacy students from Butler University and is working to establish partnerships with several additional colleges to support the education and training of future pharmacists.

75,972

Total scripts filled
(120% increase from 2024)

9,336

Uninsured scripts
(78% increase from 2024)

18%

Average percentage of internal scripts sent to the pharmacy

Dental Services

In 2025, dental and behavioral health services strengthened their collaboration at the Wigwam dental site, advancing JPCHC's integrated care approach. PHQ-2 depression screenings were incorporated into all dental appointments at Wigwam, providing patients with accessible mental health screening during routine dental visits. When a patient receives an elevated score, a process is in place for a warm hand-off to a behavioral health professional to discuss the results and next steps.

Behavioral health appointments can also be scheduled prior to dental visits, allowing patients to discuss any dental anxiety they may have and practice relaxation techniques.

Turning Point SOC

Turning Point System of Care completed its first full year under the JPCHC umbrella in 2025, a year marked by meaningful growth and momentum, with even more progress on the horizon for 2026.

TPSOC held several significant events for patients and the community in 2025:

- Annual golf fundraiser in July
- Night of Hope event in August for Overdose Awareness Month
- Trunk N Treat community event in October
- 10 prosocial events throughout the year for patients

A significant milestone in 2025 was the full integration of a food pantry within the TPSOC facility to support patients experiencing food insecurity. **The pantry, added in July, served 80 patients throughout the remainder of the year,** helping to address a critical social determinant of health.

Even more exciting advancements are planned for 2026 under the leadership of newly appointed Director of Substance Use Disorder Services, Kurtis O'Brien, and incoming TPSOC Director, Jackie Lewis, who will join at the beginning of 2026. Planned construction in 2026 will add a primary care suite to better serve the Kokomo community, along with enhanced safety and security improvements throughout the facility.

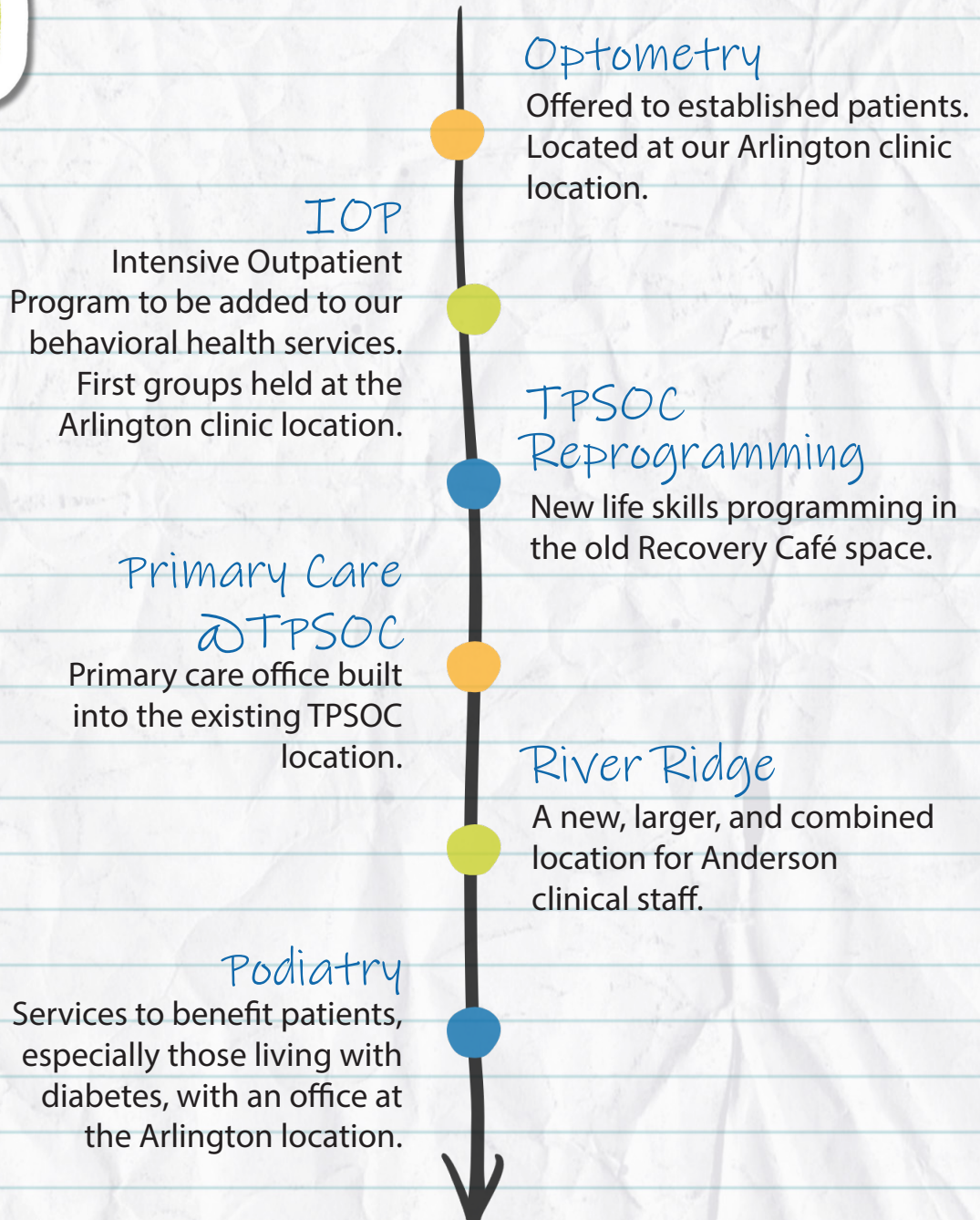


“This is my comfort zone. I can't wait to walk through the door and I don't want to leave. I love this place and I wish that everyone had the chance to realize they can get help here.”

-Timothy H.



Coming Soon To JPCHC....





PointCare

3,989

patients were enrolled or re-enrolled in Medicaid

RetroCAID

2,500

claims identified that were retroactively eligible for Medicaid benefits

JPCHC + PointCare & RetroCAID

To strengthen reimbursement and reduce uncompensated care, CFO Michael Dale and his team led the implementation of two new programs: PointCare and RetroCAID. PointCare proactively identifies patients in the system who may be eligible for Medicaid and conducts outreach to help them enroll in benefits they may not realize they qualify for.

RetroCAID continuously monitors patients' Medicaid and benefit status, identifying lapses or changes in eligibility—even after services have been provided. Together, these programs have integrated successfully and are already increasing revenue, helping to offset uncompensated costs across the organization.

Jane Pauley Lifetime Achievement Award

In November, JPCHC's namesake, Jane Pauley, was honored with the Poynter Institute's Lifetime Achievement Award in Journalism.

Several JPCHC leaders, including CEO Marc Hackett and CMO Dr. Karen Hill, were privileged to attend the Poynter Bowtie Ball in Tampa to celebrate Jane Pauley's remarkable career and her decades-long dedication to journalism in Indiana and beyond.



Jane Pauley accepting her lifetime achievement award



Lean Six Sigma Yellow Belt

Six Sigma is a system of techniques and tools used in process improvement. This program gives professionals training on effective problem solving, statistical thinking, and teamwork. The Yellow Belt level of this training challenges participants to identify pain points within the organization and use data, problem-solving skills, and personal experience to create an action plan for improving processes.

2025 Graduates

As part of JPCHC's commitment to professional development, Six Sigma certification courses are offered to interested employees. In 2025, **27 staff members completed Yellow Belt-level training between 2 separate cohorts**, and presented impactful projects focused on enhancing organizational efficiency.

The 2025 graduates included the following staff members: Michelle Russell, William Hodson, Janaei Smith, Dane Adler, Quincy Cheatham, Shannon Querry, Jessica Gomez, Dr. Meredith Taylor, Melissa Amburgey, Geeneka Brown, Claire Holloway, Xanadu White, Shelby Bridgewater, Paige Stillson, Michael Peterson, Mercedes Colburn, Hayley Hernandez, Jody Miller, Kerri Fuson, Dr. Daniel Frick, Brooke Wise, Gabrielle DiLullo, Christy Davis, Neema Mayenga, Matthew Phipps, Caleb Lancaster, Katie Kaminski

2nd 2025 cohort group at their graduation ceremony



2025 Awards/Recognition

JPCHC received several notable awards in 2025 in recognition of its commitment to high-quality, accessible care. The Indiana Primary Health Care Association honored JPCHC with a Special Exemplary Medical Project Award for its work in family planning counseling and the expansion of family planning services across the organization. In addition, JPCHC received three awards from the Health Resources and Services Administration, recognizing achievements in Improving Health Care Access, Advancing Health Information Technology for Quality, and delivering High-Value Care.



New 2025 Memberships

In 2025, JPCHC strengthened its collaborative partnerships by joining two key health networks. JPCHC became one of 28 inaugural members of the newly established Clinically Integrated Network of Indiana (CINI), a subsidiary of the Indiana Primary Health Care Association. CINI unites health centers statewide to share resources, enhance quality of care, and collectively negotiate reimbursements. JPCHC also joined the Suburban Health Organization (SHO), further expanding opportunities for collaboration and shared resources across Indiana's health care landscape.



Design Inspiration

While creating this year's annual report, I found inspiration in 2 places:

1. Finding the positives

When you think about mental health, a lot of people tend to jump to the negatives. Bad days/things happen, and that's okay. But looking for the positives when you can is what helps you get past those bad days or things.

2. My childhood diary

I think every person who had a diary in the 90's/00's can remember writing their feelings and secrets there. It was a safe space to talk about the hard days—and of course the best days. So you can think about this as our company's 2025 diary.

Until next year—
Katelyn Cowden



Jane Pauley
Community
Health Center

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