



Health and Hospital Corporation Strategic Plan **HHC 2030: Together Building a Sustainable Future**

April 2026



From the President and CEO



Health & Hospital Corporation of Marion County (HHC) was built on a simple but powerful promise: every person in Indiana deserves access to essential public health services and quality health care.

Through our divisions – Eskenazi Health, the Marion County Public Health Department, Indianapolis EMS, and long-term care services – and other health services from FQHCs and Sandra Eskenazi Health Center, HHC touches lives from birth through end of life — in moments of crisis and in moments of prevention.

Through our divisions—Eskenazi Health, the Marion County Public Health Department, Indianapolis EMS, and long-term care services—as well as additional health services provided by FQHCs and the Sandra Eskenazi Health Center, HHC supports individuals from birth to end of life, offering care in times of crisis and promoting health through prevention.

This strategic plan will enable us to realize *Our Promise: We must achieve our mission and vision through a commitment to sustainability while improving the quality of clinical and health outcomes for patients and communities and increasing the accessibility of our programs and services.*

Recent changes in public health funding, Medicaid coverage, and property tax policy have created new challenges even as demand for care continues to grow. To remain the trusted safety-net provider for Indianapolis and beyond, HHC must operate as one coordinated system that is agile, efficient, and innovative in delivering the right care at the right time and in the right place.

Acting now ensures we can uphold our promise to Marion County for generations to come.

This plan enables HHC to:

- **Provide** essential health and safety-net services
- **Invest** in access, prevention, and community health
- **Enhance** financial and clinical performance
- **Strengthen** relationships across divisions and with the community

This plan positions HHC not only to endure, but to thrive — fostering collaboration, driving performance, and strengthening our role as the trusted partner for essential health services in Marion County and across the state of Indiana.

A handwritten signature in black ink that reads "Paul Babcock". The signature is fluid and cursive, with a large initial "P" and "B".

Paul Babcock
President & CEO
Health & Hospital Corporation



The History, Role and Impact of Health and Hospital Corporation

For more than 70 years, the Health & Hospital Corporation of Marion County (HHC) has served as the backbone of public health and safety-net care for Indianapolis and beyond. Established in 1951, HHC was created to ensure that every resident — regardless of income, background, or circumstance — has access to essential health services.

Through its integrated system of divisions — Eskenazi Health, the Marion County Public Health Department, Indianapolis Emergency Medical Services (IEMS), and the Long-Term Care Division — as well as additional health services provided by FQHCs and the Sandra Eskenazi Mental Health Center, HHC delivers a full continuum of care that touches lives every day. From vaccination clinics to emergency response, from trauma care to long-term support, HHC promotes health and dignity at every stage of life.

Milestones of Service and Impact



1951 – Formation of HHC: Established by state statute to unify public health and hospital services for Marion County, creating a permanent local health authority and safety-net provider. HHC traces its pre-history back to the establishment of City Hospital in 1855, when hospital construction began at what is now 10th Street and Indiana Avenue.

1969 – Sandra Eskenazi Mental Health Center, formerly know as the Midtown Community Mental Health, opens as the first community mental health center in the state of Indiana.

1996 – Launch of Wishard Health Services Partnership: Formalized the partnership between HHC and Wishard Health Services (originating as City Hospital) that would evolve into today’s Eskenazi Health, expanding access to care for vulnerable residents.



2010 – Formation of Indianapolis EMS (IEMS): Through a partnership among HHC, the City of Indianapolis, and the Indianapolis Fire Department, IEMS unified emergency medical response to provide high-quality, integrated pre-hospital care.

2013 – Opening of Sidney & Lois Eskenazi Hospital: A transformative public-private partnership delivering a state-of-the-art, sustainable healthcare campus and a national model for community-based hospital care.

2003 – Expansion of Long-Term Care Services: HHC strengthened its continuum of care by expanding into Long-Term Care services with their first 18 facilities (now 71) , supporting quality of life for thousands of Hoosiers in skilled nursing and rehabilitation facilities statewide.

2013 – FQHC: The primary care division of Eskenazi Health receives Federally Qualified Health Center status.

2020 – COVID-19 Response and Public Health Leadership: HHC and the Marion County Public Health Department led the county’s pandemic response — from testing and vaccination to community outreach — reaffirming the Corporation’s essential role in public health protection.

2025 – A Unified Strategy for the Future: HHC launches its first enterprise-wide strategic plan, aligning every division behind a shared mission, vision, and success measures to sustain the promise of quality health and healthcare for all.

A Lasting Impact

Each year, HHC’s divisions collectively serve hundreds of thousands of residents, prevent disease outbreaks, provide lifesaving emergency care, and strengthen community well-being. From its founding to today, HHC has stood as a national model for how public institutions can evolve, collaborate, and lead — ensuring that Indiana becomes a healthier place for all.



Mission, Vision & Values

Throughout the strategic planning process, HHC leadership recognized the need for greater coherence and clarity across the Corporation's divisions and initiatives. Leaders from Eskenazi Health, the Marion County Public Health Department, Indianapolis EMS, the Long-Term Care Division, and other partners came together to define a unified direction for the future. Their discussions revealed that while each division had a strong mission, HHC as a whole lacked a clear, shared purpose and vision.

By aligning around common goals and strengthening connections across programs and operations, HHC leadership developed a comprehensive strategic plan unifying all divisions under a shared mission and vision and enabling improved outcomes, optimized resources and positioning HHC as a national model for coordinated, community-centered care by 2030.

Mission

Empowering ALL to achieve their best health.

HHC's mission demonstrates our unwavering commitment to the community, fostering collaboration across all divisions and delivering essential care at every level—from public health and emergency response to primary and mental health care, hospital services, and long-term care.

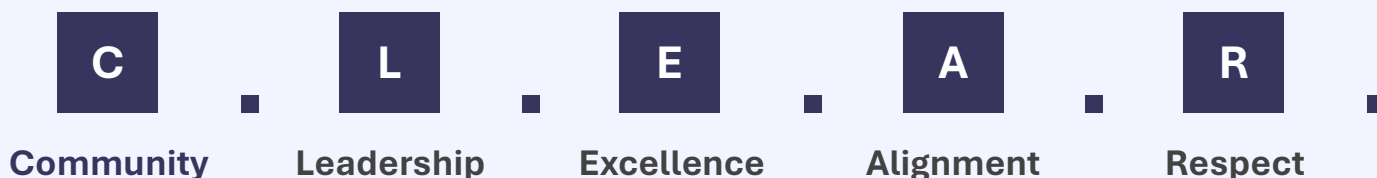
Vision

Leading change as your trusted partner for essential health services.

This vision looks ahead to a stronger, more connected system of care — one that protects public health, advances access and ensures every person in Marion County and throughout Indiana can live a healthier life.

Our Values: C.L.E.A.R.

To ensure every part of the organization moves in concert with the mission and vision, HHC adopted a new set of values — guiding how we lead, serve, and collaborate across all divisions.



We will achieve this through the integration of our systems of care that spans all divisions and by working with our communities to advance health & wellbeing.

How This Plan Was Developed

This strategic plan reflects three years of deliberate, evidence-based work designed to secure HHC's long-term sustainability and strengthen the health of the community we serve. Guided by the leadership and engagement of every HHC division, the process combined financial analysis, stakeholder input, and strategic design to build a plan grounded in both reality and ambition.

Phase 1:

Financial Sustainability as a Foundation

(February 2023 – January 2024)

The first phase focused on developing a clear and shared understanding of HHC's financial structure and the political and regulatory pressures shaping its future. Key outcomes included:

- A comprehensive mapping of sources and uses of funds across divisions
- Analysis of state and federal funding trends and policy shifts
- Development of a five-year financial plan and sustainability framework
- Identification of strategic levers to preserve financial strength and adaptability

This work established a shared fact base and clarified that HHC's long-term stability depends on launching system-wide strategic, operational, clinical and financial plan.

Phase 2:

Aligning Strategy Around Shared Priorities

(September 2024 – October 2025)

Building on the financial foundation, the second phase centered on uniting the organization's mission, priorities, and performance expectations around a common vision. The plan was anchored by the Strategic Planning Steering Committee with additional input from more than 150 leaders across HHC — through interviews, workshops, and surveys — all informing key insights on structure, performance, workforce, and community need. The process also included comparing HHC against peer safety-net and public health systems nationwide.

This phase culminated in a unified strategy that connects every division's goals and measures under one enterprise framework — ensuring accountability, alignment, and measurable progress through 2030 and beyond.

A Plan Built for Action

The result is a strategy that is:

- **Unified** — connecting mission, vision, and priorities across all divisions
- **Data-driven** — grounded in market opportunity, financial discipline and performance insight
- **Actionable** — supported by clear strategies, goals, objectives and measures
- **Future-focused** — positioning HHC to thrive amid policy and economic change

This plan reflects the shared commitment of HHC's leadership and workforce to move forward as one system — ensuring long-term sustainability while protecting the health and well-being of Marion County and the state of Indiana.

A Structured Strategic Planning Process

This strategic plan reflects a three years of deliberate, evidence-based work conducted over 2 distinct phased, designed to secure HHC's long-term sustainability and strengthen the health of the community we serve. Guided by the leadership and engagement of every HHC and all divisions, the process combined financial analysis, internal stakeholder input, and strategic design to build a plan grounded in both reality and ambition.

Phase 1

February 2023 – January 2024

Discover ~ Develop ~ Deliver

• HHC & Division

- Stakeholder Interviews
- Organizational Review
- Market Analysis
- Financial & Capital Review
- Leadership Workshops

• HHC & Division Economic & Sustainability Planning

- Baseline Model Development; Scenario Analysis; 5-Year Projection
- Funds Flow Mapping & Education

**Final Report Out // Leadership & Board
Audit/Finance Committee**

Phase 2

September 2024 – October 2025

Stage 1 Engage



- Phase 1 & Current Headwinds Education Sessions
- Project Planning & Mobilization
- Workstream Confirmation & Kickoff
- Internal Communication Planning
- Expectations, Roles & Responsibilities Setting
- Strategic Planning Steering Committee Mobilization
- Roles & Objectives

Stage 2 Discover



- Current State Assessment
- Stakeholder Interviews & Organization Survey
- Organization Inventory & Strategic Alignment Assessment (HQ, Divisions, Entities)
- Industry & Market Trends
- System of Care Assessment & Safety Net Peer Comparison
- Financial Impact Analysis & Baseline Model Update

Stage 3 Vision



Strategic Planning Steering Committee Monthly Sessions

- Guiding Principles
- *Strategic Framework Development:* Mission, Vision, Values, Strategic Enablers, Strategies, Goals & Destination Measures
- Strategic Opportunity & Systems of Care Development
- Division Committee Mobilization
- Operating Model Framework

Stage 4 Develop



- Strategic Plan Cascading
- HQ Operating Plan
- Division Operating Plans
- Year 1 Execution Plans
- Corporate Operating Model & Governance Structure
- Statutory & Operating Budget Process
- Scenario Modeling & Impact
- Performance Scorecard: Destination Measures, KPIs, Targets & Sponsors

Stage 5 Deliver



- Final HHC Strategic Plan & Execution Roadmaps
- Board of Trustee Scorecard
- Final Division Operating Plans
- Corporate Operating Model
- 5-Year Financial & Capital Plan
- Performance Improvement Plans (RRIs)
- Organization Cascade & Implementation Planning
- Strategic Planning Steering Committee Report Out
- Board of Trustee Executive Summary & Report Out

Public Health Laboratory Strategy & Sustainability Plan

Financial Sustainability

Stage 6 Execute & Monitor



- Implementation Oversight, PMO Mobilization, and Transition Planning
- Accountability and Performance Tracking
- Annual Checkpoint Workshops

Operating Model

Governance

Communication

Change Management

Project Management

Health & Hospital Corporation

Marion County Public Health Department (MCPHD) ■ Eskenazi Health (EH) ■ Indianapolis Emergency Medical Services (IEMS) ■ Long Term Care (LTC) ■ Eskenazi Health Foundation (EHF)

With Gratitude to Our Stakeholders

The development of the Health & Hospital Corporation Strategic Plan: HHC 2030 was a collaborative effort shaped by more than 150 leaders and partners across the organization. Guided by a steering committee composed of organizational and divisional leaders, the process included multi-level interviews and ongoing dialogue to ensure the plan focused on both strategy and HHC's mission to serve the people of Marion County.

Strategic Planning Steering Committee:

Paul Babcock, President & CEO

James Simpson, CFO & Treasurer

Nichole Goddard, Chief Operating Officer

Division Leaders

- Dr. Lisa Harris, Eskenazi Health CEO
- Dr. Virginia Caine, Director & Chief Medical Officer Marion County Public Health Department
- Dr. Dan O'Donnell, Chief of IEMS
- Steve Van Camp, CEO American Senior Communities

Eskenazi Health Foundation Leaders

- Ernie Vargo, Former President & CEO
- Angela White, President & CEO

Health & Hospital Corporation Board of Trustees

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Mike O'Brien

HHC Headquarters

Executive leadership team

Department leaders

Operational and data support teams

Eskenazi Health

Executive leadership team

FQHC and Sidney & Lois Eskenazi Hospital site leaders

Eskenazi Health Foundation

Eskenazi Health Foundation board members

Eskenazi Medical Group

Executive and clinical leadership

Marion County Public Health Department

Executive leadership team

Indianapolis Emergency Medical Services

Section chiefs and program leadership

Long-Term Care Division

Executive leadership team

Operational support teams

Key Insights and The Evolving Model of Care

Understanding Where We Are — and Where We Must Go

Over the past three years, we've collaborated with key stakeholders across HHC to shape this plan. Their insights confirmed both the strength of HHC's system and the challenges that limit its full potential. Across every division, one consistent theme emerged: to meet the growing health needs of Marion County and the state of Indiana, HHC must evolve from a collection of strong, mission-driven divisions into one unified system of health and care.

Leaders share a deep sense of purpose, pride in service, and commitment to community — but also recognize that greater alignment, coordination, and shared accountability are essential to sustain the mission into the next decade.

Key Insights from Across the System

HHC's divisions — Eskenazi Health, the Marion County Public Health Department, Indianapolis EMS, and the Long-Term Care Division — all play distinct and vital roles. Yet together, they revealed opportunities for stronger integration, clearer direction, and a more visible enterprise identity.

1

Shared Purpose, Fragmented Practice

Each division has a clear and meaningful mission, but HHC as a whole has not consistently communicated a unified statement of purpose or long-term vision. The result: strong individual performance without a common identity or shared story about HHC's collective impact.

2

Siloed Strategy and Operations

Planning, budgeting, and decision-making have traditionally occurred within divisions. While effective locally, this approach has limited enterprise-level visibility, coordination, and the ability to optimize shared resources or scale innovations.

3

Momentum for Integration and Change

Despite the structural silos, there is genuine enthusiasm for collaboration. Leaders expressed readiness to work as “One HHC,” with clearer decision-making pathways, collaborative participation, and shared ownership of outcomes. Surveys reflected this shift: stakeholders rated current organizational alignment 4.7 out of 10, but readiness to engage in a unified strategic effort 8.3 out of 10 — a clear signal of energy and trust in HHC's direction.

4

Opportunity to Leverage Community Health as a Unifying Focus

All divisions share a deep commitment to improving the health of Indiana residents — from prevention and education to clinical care and recovery. This shared purpose provides a natural foundation for a coordinated, system-wide focus on population health.

Evolving the Model of Care

For decades, HHC has fulfilled its safety-net mission by ensuring access to public health, emergency services, primary and mental health care, hospital services, and long-term care services for those most in need. That role remains essential — but the world around HHC has changed. Public health challenges are more complex, chronic disease burdens are rising, and financial pressures are intensifying. To remain sustainable and impactful, HHC must redefine what it means to be a safety-net organization in the 21st century.

- **From Safety Net to Essential Health Services:** Building essential health care and safety services means redefining what and how we provide services deemed essential to the community and vulnerable populations.
- **A Broader, More Connected System of Care:** HHC's future lies in a model that links public health, clinical care, behavioral health, long-term care, and social support services into one seamless continuum. This approach reflects how people actually experience health — as an interconnected journey that depends on prevention, access, and coordinated support.
- **From Community Care to System Stewardship:** Where traditional safety nets respond to crisis, HHC's evolving model seeks to prevent it — by addressing social determinants of health, integrating data systems, and investing in upstream interventions that improve well-being before acute care is needed.
- **Financial Resilience and Strategic Discipline:** As public funding becomes less predictable, sustainability depends on coordinated financial management and enterprise-level planning. Every division plays a role in protecting the system's fiscal health through shared accountability, performance improvement, and aligned investment.
- **Positioned for Leadership:** HHC can adapt its locally recognized leadership model to the national level, positioning Marion County as a leading example of how integrated public systems can drive improved outcomes.

The Takeaway

The insights from this process point to a single, compelling truth: HHC's greatest opportunity lies in uniting its divisions behind one mission, one model of care, and one promise to the community.

By building a connected, financially sustainable system that bridges public health, healthcare, and community well-being, HHC can not only protect its legacy — but shape the future of health for Marion County and beyond.

Building a Unified Path to 2030

The HHC 2030 Strategic Plan unites every division, program, and partner around a shared purpose: to protect health, expand access, and sustain the essential services Marion County depends on. Grounded in three years of analysis and collaboration, the plan establishes four systemwide priorities — each supported by measurable goals and performance indicators — to guide HHC’s progress, strengthen alignment, and ensure long-term sustainability.

Our Four Strategic Priorities



Clinical & Health Outcomes

Deliver high-quality clinical care and improve health outcomes by implementing evidence-based practices, optimizing care delivery, and centering the patient experience across all divisions.



Community Health

Advance the health and well-being of all residents by addressing prevention, health education, social determinants of health, and environmental factors that shape everyday wellness.



Enhancing Access & Growth

Expand access to care through innovative and integrated services that meet community needs — reaching more people where they are and strengthening HHC’s geographic and programmatic footprint.



Sustainability

Ensure long-term viability through financial discipline, strategic investment, and workforce development — creating a high-performing organization prepared for the challenges and opportunities ahead.

Destination 2030

Each priority is linked to a measurable goal for the decade ahead — guiding enterprise performance and accountability across divisions:

Strategic Priority	Destination Measure (by 2030)
Clinical & Health Outcomes	Improve life expectancy and health quality for Marion County residents
Community Health	Strengthen health education, prevention, and social supports addressing SDoH
Enhancing Access & Growth	Increase the number of lives impacted and people served through HHC programs
Sustainability	Achieve sustainable financial performance and workforce

Strategic Priority 1: Clinical and Health Outcomes

Goal

Deliver high-quality clinical care and measurable improvements in health outcomes for patients and community members.

Our Focus

Across Marion County, rates of chronic disease, behavioral health challenges, and preventable hospitalizations continue to rise, straining both the health system and community well-being. As the community's safety-net provider, HHC plays a critical role in closing these gaps and ensuring that quality care is accessible to everyone, regardless of circumstance.

To meet this responsibility, HHC will strengthen its clinical systems of care, uniting public health, emergency services, primary and mental health care, hospital services, and long-term care services into a coordinated, patient-focused continuum. Through evidence-based practice, shared data, and operational excellence, HHC will deliver care that not only treats illness but also prevents it by improving outcomes and reducing disparities across every division.

Key Strategies

- **Build an Integrated Clinical System of Care:** Establish an enterprise-wide framework that connects primary and mental health care, hospitals, public health programs, EMS, and long-term care to deliver seamless, coordinated services.
- **Demonstrate Improved Outcome Measures:** Use shared data and systemwide metrics to track, compare, and improve clinical outcomes, positioning HHC as the trusted provider of essential services and high-quality care.
- **Advance Population and Preventive Health:** Strengthen preventive and chronic care through proactive outreach, education, and early intervention strategies that address the root causes of poor health.

Destination 2030

By 2030, HHC will:

- Increase life expectancy through reduction of preventable conditions across Marion County.
- Achieve top-quartile clinical performance benchmarks among peer safety-net systems.
- Operate as a unified system of care recognized for quality and safety.



Strategic Priority 2: Community Health

Goal

Enhance the overall health and well-being of all community members by addressing prevention, health education, social determinants of health, and environmental factors that influence everyday wellness.

Our Focus

Health begins long before people enter the hospital or clinic. It is shaped by housing, employment, nutrition, education, safety, and access to preventive care. Across Marion County and throughout Indiana, these social and environmental factors drive persistent health gaps and demand a comprehensive, community-centered response.

As the state's public health and safety-net leader, HHC is uniquely positioned to advance population health by bridging care delivery with prevention and wellness. Through coordinated outreach, education, and community partnerships, HHC will build stronger connections between healthcare and daily life — helping residents stay healthy, avoid preventable illness, and access the resources they need to thrive.

Key Strategies

- **Address Social Determinants of Health (SDoH):** Integrate screening, referral, and support for housing, nutrition, transportation, and behavioral health needs across all divisions.
- **Increase Health Education and Awareness:** Expand health promotion and education efforts through schools, neighborhoods, and community-based partners to build shared responsibility for wellness.
- **Drive Community Engagement and Partnerships:** Strengthen collaboration with community organizations, faith-based institutions, and public agencies to extend HHC's reach and impact at the neighborhood level.
- **Advance Environmental Health and Safety:** Support policies and programs that protect community environments — from air and water quality to safe housing and public spaces — ensuring healthier conditions for all.

Destination 2030

By 2030, HHC will:

- Improve community-level health indicators, including chronic disease prevention and infant mortality health outcomes.
- Increase awareness and adoption of healthy behaviors through sustained education and outreach.
- Strengthen cross-sector partnerships that measurably improve the conditions where people live, learn, work, and play.



Strategic Priority 3: Enhancing Access and Growth

Goal

Expand access to care through innovative, integrated services that meet the needs of community members and vulnerable populations across HHC's geographic footprint.

Our Focus

Across Marion County and the state, access to care continues to define the difference between good health and preventable illness. Many residents still face issues rooted in cost, transportation, awareness, and availability of services — especially in underserved neighborhoods and rural areas.

As Indiana's largest public health system, HHC has both the reach and the responsibility to expand access through new models of care, strategic partnerships, and data-driven innovation. By aligning services across public health, emergency care, primary and mental health care, hospital services, and long-term care services, HHC will create a more connected continuum — one that brings care closer to where people live, improves system efficiency, and ensures that no resident is left without essential support.

Key Strategies

- **Enhance Access to Essential Health Services:** Identify and close access gaps through coordinated service delivery, expanded clinic and program capacity, and partnerships that reach underserved populations.
- **Grow and Expand Services:** Develop innovative and integrated care models — including mobile health, telehealth, and community-based programs — to increase reach and flexibility in meeting community needs.
- **Evaluate Long-Term Growth, Optimization, and Partnerships:** Assess strategic opportunities for expansion, joint ventures, and capital investment to ensure resources are deployed effectively and sustainably.
- **Strengthen Care Navigation and Continuity:** Simplify patient pathways across HHC divisions to ensure smooth transitions between prevention, acute care, and long-term support.

Destination 2030

By 2030, HHC will:

- Increase the number of residents served annually through direct care, outreach, and preventive programs.
- Establish new points of access across Marion County, reducing wait times and transportation issues.
- Operate a fully integrated care network that delivers timely services for every patient, every time.



Strategic Priority 4: Sustainability

Goal

Ensure long-term organizational sustainability through financial strength, strategic investment, operating alignment, and workforce development.

Our Focus

Sustainability is the foundation that allows HHC to deliver on its mission to *empower all to achieve their best health* through accessible care. As public funding pressures grow and service demands increase, HHC must operate as one coordinated, financially disciplined system — able to adapt quickly, allocate resources wisely, and plan for long-term stability.

Sustainability extends beyond balance sheets — it's about protecting HHC's ability to serve. By aligning operating structures, strengthening workforce capacity, and leveraging economies of scale, HHC will build a high-performing organization that remains the trusted health anchor for Marion County well into the future.

Key Strategies

- **Achieve Long-Term Financial Sustainability:** Strengthen financial planning and resource management to preserve and enhance funding for essential services, guided by transparency, accountability, and disciplined investment.
- **Create Alignment and Integration Through a Systemwide Operating Model:** Develop and implement an aligned operating model that connects financial, clinical, and operational systems — improving coordination, efficiency, and responsiveness across divisions.
- **Leverage Economies of Scale and Strategic Investment:** Use data, shared infrastructure, and enterprise-level planning to drive cost efficiencies, optimize capital investments, and reinvest savings into programs that expand impact.
- **Cultivate an Integrated, Dynamic, and Supportive Workforce Culture:** Build workforce stability and readiness through professional development, internal mobility, and engagement strategies that support excellence and shared purpose.

Destination 2030

By 2030, HHC will:

- Achieve sustainable financial performance with measurable accountability across all divisions.
- Operate under an integrated corporate structure that enables efficiency and innovation.
- Maintain a skilled, engaged, and mission-driven workforce that drives organizational success.

Creating the Conditions for Systemwide Success

Executing the HHC 2030 Strategic Plan requires a strong foundation of systems, structures, and culture that enable consistent performance and continuous improvement. These enablers ensure that every division has the tools, data, and alignment needed to deliver on HHC's shared priorities — efficiently, transparently, and collaboratively.

Key Enablers

1. Strong Governance and Leadership

A resilient, accountable governance structure provides clear oversight and coordinated decision-making. Strong leadership at every level ensures consistent direction, shared accountability, and the agility to respond to changing community and policy needs.

2. Enterprise Strategic Plan and Operating Alignment

As indicated by a readiness score of 8.3/10 from divisional leaders, HHC is prepared to operate as “One HHC.” A unified strategic framework and aligned operating model will connect planning, budgeting, and performance management across all divisions to drive measurable results.

3. Information Technology and Data Systems

Integrated health information systems and robust data analytics will empower HHC to make evidence-based decisions, monitor outcomes in real time, and improve the quality and coordination of care across the continuum.

4. Communication and Socialization

Transparent communication and consistent messaging will ensure that the strategic plan is widely understood, embraced, and reinforced throughout the organization. Clear cascading of goals and results will foster alignment, engagement, and trust.

5. Alignment and Cooperation Across Divisions

Operational alignment will promote collaboration, shared problem-solving, and accountability across all divisions — improving efficiency, reducing duplication, and enabling coordinated action toward common goals.

The Impact

Together, these enablers create the infrastructure and culture needed to execute HHC's strategic plan — ensuring that every team, division, and partner can contribute to measurable progress, stronger outcomes, and lasting sustainability.



Key Performance Measures

To ensure accountability and sustained progress, HHC will track a set of key performance measures aligned to each strategic priority. These metrics translate the goals of the HHC 2030 Strategic Plan into actionable results — providing a clear line of sight from strategy to outcomes. Targets will be set by leaders going into 2026 execution. Regular monitoring and transparent reporting will enable leadership to evaluate performance, make data-driven decisions, and continuously improve the health, access, and sustainability of services across divisions.

HQ / Division	HQ / Division KPI	KPI Definition	Baseline	2026 Target	2030 Target	2030 Stretch
Destination Measure		Improve health care quality across HHC through a composite score of division level achievement of annual targets	0/5 KPIs Achieved	3/5 KPIs Achieved	5/5 KPIs Achieved	5/5 KPIs Achieved
Clinical & Health Outcomes	HQ	Build and launch HHC Systems of Care		Model Launched	Fully Matured	Fully Matured & Industry Model of Excellence
	EH	Regain a 4-star CMS rating (currently 3-star)	3-star	3-star	4-star	4-star
		Support population and preventive health by meeting Clinically Integrated Network of Indiana clinical outcomes (CINI)	0/5 measures met	1/5 measures met	5/5 measures met	5/5 measures met
	MCPHD	Decrease the proportion of pregnant women who have congenital syphilis	25 Cases	<=21 Cases	10 Cases	7 Cases
	IEMS	Compliance with IEMS CPR metrics	30%	45%	48%	50%
	LTC	Re-Hospitalization rate reduction	21%	18%	16%	15%
Destination Measure	Impact health education and awareness supporting the elements of SDoH	Improve Health Grade ranking for Marion County across 2 core Focus Areas: 1) Population Health & Well-Being 2) Community Conditions*	Health Group 6	Health Group 6	Health Group 4	Health Group 3
Community Health	HQ	Increase health education in the community	Not Yet Started	New Role Hired	TBD	TBD
	EH	Drive Community Engagement & Foster Community Partnerships by developing a sustainable plan to fund the community health workforce and partnership with MCPHD on Food Is Medicine	20%	60%	80%	80%
	MCPHD	Conducting Food Safety Education Training Sessions on food safety and the reduction of risk factors.	-	10	20	25
	IEMS	Increase effectiveness of MIH (Mobile Integrated Health) program	150	300	450	500
	LTC	Home (Health) Readmission Reduction	19%	16%	13%	13%

* Health Group Rankings are a summary score assigned to one of ten groups nationally using a data-informed grouping method ranging from the least healthy to healthiest counties across the nation. A county in the first group is among the healthiest in the nation.

Key Performance Measures

HQ / Division		HQ / Division KPI	KPI Definition	Baseline	2026 Target	2030 Target	2030 Stretch
Destination Measure		Increase Lives Impacted / People Served	Increase the population reached / served through programs and services in Marion County and throughout Indiana	X%	+5%	+25%	+30%
Enhancing Access & Growth	HQ	Evaluate and invest in long term strategic growth channels	5% growth in Net Patient Service Revenues + Medicaid Special Revenue in total for HHC (In Billions)	\$1.923B	\$2.029B	\$2.466B	\$2.585B
	EH	Enhance Access to Essential Healthcare Services by evaluating virtual care	Implement plan for appropriate virtual care use across health system (consider x3 areas: Mental Health, Primary Care, & Specialty Care)	0/3 areas evaluated	0/3 areas evaluated	3/3 areas evaluated	3/3 areas evaluated
	MCPHD	Achievement of the Community Health Improvement Plan (CHIP) project collaborations through initiative completion for Top 5 Priorities, driving them out of the top 20 issues for Marion County by 2030	Complete all CHIP Plan initiatives for top 5 identified priorities 1. Mental health/wellbeing 2. Access to health care 3. Housing 4. Trauma injury prevention - inclusive of gun violence and other trauma/injury causes 5. Infant mortality	-	20% Initiatives Completed	75% Initiatives Completed	100% Initiatives Completed
	IEMS	Patient contacts by Barton Primary Care program	Maintain Barton Primary Care program	Sustain	Sustain	Sustain	Sustain
	LTC	Resident ESRD Participant (ADC)	Resident participants	-	3.5	53	70
Destination Measure		Achieve Sustainable Financial Performance	Achieve financial performance improvement initiatives and targets	-	\$60.5M	\$450M	\$600M
Sustainability	HQ	Drive long term financial sustainability	Achieve financial performance improvement initiatives and targets	-	\$60.5M	\$450M	\$600M
	EH	Improve financial run rate by the following targets broken by year	\$50m+ in sustained performance improvement is planned.	-	\$35m (net new)	\$70m (sustain \$70m)	\$80m (sustain \$80m)
	MCPHD	Drive long term financial sustainability	Achieve financial performance improvement initiatives and targets	-	\$12M	\$15M	\$17M
	IEMS	Decrease employee turnover	Decrease turnover rate for first year employees	27%	22%	12.5%	10%
		Improve special events staffing efficiency	Ensure special event staffing are done in a fiscally sound manner by increasing the % of events covered by the Special Events Team (SET)	29%	35%	45%	50%
	LTC	Successful lease extension negotiation through lease renewal	Lease renewal / extension	-	34	53	70



Moving Forward

The HHC 2030 Strategic Plan represents more than a roadmap — it is a shared commitment to act as one system in service to Marion County. Guided by a clear mission, measurable goals, and a unified vision for the future, HHC will continue to protect health, expand access, and strengthen the foundation of public health and healthcare for all who call our community home. Execution and implementation planning will kick off in January 2026, ensuring alignment across divisions and driving measurable progress toward the strategic priorities outlined in HHC 2030.

