



# Community Health Network



# Beyond Healthcare

## Community Benefit Report



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# A Message From Community's Leadership

*Deeply committed to the communities we serve, we enhance health and well-being.* In roughly a dozen words, that mission statement says much about Community Health Network.

Community was created 70 years ago by members of the community. That's why we were named *Community*, and our strong community connection is why seven decades later we're still called *Community*. The words *health and well-being* are highly significant, too—we aren't just focused on healing sick or injured neighbors, but keeping them healthy and elevating their quality of life.

That distinction is what this report is all about. As a mission-driven nonprofit organization, we engage in far more than providing healthcare. What happens above and beyond our regular care operations is what's known as our *community benefit*. That phrase coincidentally includes our name, *community*, but is actually a regulatory term referring to things that nonprofit healthcare organizations do in addition to the everyday medical and mental health care we're paid to provide. It includes healthcare services for which we aren't fully reimbursed—but much more than that, it includes many unpaid services and activities that enhance well-being.

The pages of this *Beyond Healthcare* report include a deep dive into a few areas of this well-being work. For example, we connect patients with legal assistance, particularly if legal matters are starting to impact their health. Our nurses go to church to help boost the health and well-being of fellow parishioners. We help moms-to-be with health and non-health matters to achieve better birth outcomes, then keep following many of them long after the babies are born to ensure ongoing success. We partner with universities to train the next generation of healthcare workers. We work in schools to help kids stay healthy and keep learning.

The bottom line: enhancing health and well-being requires much more than appointments and medicines and surgeries. We go well beyond that—often without reimbursement—because it's our mission. It also happens that caring holistically for our neighbors, helping them get healthy and stay that way, reduces healthcare costs in the long-term. Succeeding at the mission is a win for our patients, our neighbors and our communities.

As a family medicine physician who knows the importance of caring for the whole person, it is my privilege to lead this vital cause into the future as I assume the role of president and CEO from the retiring Bryan Mills. As you read on, I hope you'll truly sense the calling that has inspired Bryan's years of service and what motivates me and 17,000+ other Community caregivers every day. It's far beyond healthcare—it's the health and well-being of our communities.

***Patrick McGill, MD***

President and CEO  
Community Health Network

## MATERNAL-INFANT HEALTH

# Nurturing Health Before and After Birth

When it comes to pregnancy, every mother's journey is unique—but for many, that journey can be filled with challenges that extend far beyond the delivery room. At Community Health Network, a pioneering program is helping women overcome barriers to care and achieve healthier pregnancies through compassionate, coordinated support.

Launched in July 2021, the Community Health Network Perinatal Nurse Navigation (PNN) program was created to provide personalized guidance for women during pregnancy and throughout the first year after birth. Designed

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*“Perinatal nurse navigators are not just clinicians—they are patient advocates,” says Martha Allen, perinatal center regional director. “They walk beside our most at-risk patients through one of the most vulnerable and important seasons of their lives.”*

especially for women at increased risk of pregnancy or postpartum complications, the program focuses on the power of high-touch, relationship-based care.

The navigators who are part of this program work closely with care coordinators, connecting patients to social services, specialty care and community resources. Their efforts are guided by evidence-based care protocols aimed at improving birth outcomes and reducing infant mortality. Every enrolled patient receives education on safe sleep and breastfeeding before delivery—these are key elements in promoting a healthy start for both mother and baby.

## Focusing on what matters most

The PNN program targets three major risk factors for adverse pregnancy outcomes:

- Hypertension
- Diabetes
- History of spontaneous preterm birth

By the end of 2024, the majority of enrolled patients (90%) were managing hypertension. Many patients were dealing with diabetes (27%) and many had a history of spontaneous preterm birth (22%). For program participants, it's not uncommon to face more than one of these challenges simultaneously.

To make a meaningful impact, nurse navigators focus on enrolling patients who stand to benefit most from the program's clinical interventions—especially those with current hypertension diagnoses. This refined approach has helped create a more manageable average caseload for each nurse, allowing for more individualized attention and deeper relationships.

One of the program's most encouraging successes has been in improving **prenatal care engagement**. The average number of prenatal visits per patient over a six-month period rose from **4.4 to 6.4**, a



# 1,276

victims of violence served by  
Community's Center of Hope program

# 95%

return-to-class rate for students  
seen by Community school nurses

# 720

women served  
at the B.A.B.E. Store

# \$22,000

in goods provided  
at the B.A.B.E. Store

# 130+

car seats and  
pack-n-plays provided  
to patients in need

testament to the navigators' persistent follow-up and encouragement.

"They don't let you fall through the cracks," says one patient. "If I miss an appointment, they check in, help me reschedule, and remind me why it's important."

By reducing anxiety and helping women navigate complex healthcare systems, perinatal nurse navigators ensure that patients not only make it to appointments—but fully understand and participate in their care.

## Real results for moms and babies

Since its inception, the PNN program has handled 5,466 referrals and enrolled 1,002 patients, supporting 780 births as of December 2024. The results have been remarkable:

- **Birth weights** over 5 pounds 8 ounces increased from **71% to 81%**
- **Deliveries after 38 weeks** rose from **38% to 43%**

While program leaders note that these numbers will always trend slightly lower than the general population data due to the high-risk nature of participants, the upward trajectory reflects meaningful progress.

The PNN team recognizes that medical conditions are only part of the story. Social determinants of health (SDOH)—such as **food insecurity (28%), housing instability (26%), and transportation barriers (18%)**—have a profound impact on outcomes.

To bridge these gaps, the program works to address patients' resource needs alongside community partners and other care teams across Community.

## Reducing readmissions and saving lives

One of the program's primary goals is to **reduce preventable postpartum readmissions**. Since launch, there have been 49 readmissions among delivered mothers—most due to hypertension. In June 2023, the program implemented a new initiative: a 72-hour post-discharge call for women with postpartum hypertension. This proactive approach allows early medication adjustments and timely interventions, helping prevent emergencies and hospital returns.

The ongoing use of the Hypertensive Crisis in Pregnancy Care Pathway has also played a critical role in stabilizing blood pressures before delivery, improving safety for mothers and babies alike.

# PHYSICAL INACTIVITY, OBESITY AND CHRONIC DISEASE

## Where Faith Meets Health and Healing



In a quiet library corner, a nurse leads a class on blood pressure. At a laundromat, another offers a listening ear and nutritional advice. At a church fellowship hall, someone receives counseling on a diabetic diet. Across central Indiana, health is showing up in sacred—and unexpected—places, thanks to Community Health Network's Faith Health Initiative (FHI).

This innovative partnership recognizes what faith communities have long known: well-being is not just physical—it's emotional, social and spiritual. Through the work of faith community nurses (FCNs), Community is embedding compassionate, whole-person care into the very heart of neighborhoods. FCNs integrate their professional nursing knowledge with personal faith, engaging, empowering and advancing health in a way that touches mind, body and spirit.

The mission of the Faith Health Initiative is clear and deeply human: To recognize the absolute importance

of spirituality in whole person health and intentionally integrate the care of the spirit into every interaction and intervention.

### The nurses behind the ministry

The Faith Health Initiative is powered by **25+ registered nurses** who **volunteer their time and clinical skills** within their faith communities or affiliated organizations. These nurses:

- Promote **healthy lifestyles**
- Provide **health education**
- Monitor **blood pressure and chronic conditions**
- Support **spiritual care**
- Connect individuals with **resources, referrals and hope**

In 2024, **Faith Community Nurses served 1,152 individuals**, providing **more than 538 hours of direct education and consultation**—plus even more through community service at outreach locations such as Laundry and More.

Although many FCNs serve within their own places of worship, their impact reaches far beyond the pews, reflecting a critical truth: healing begins where people already are. In 2024, interactions occurred in diverse and often underserved spaces, including:

- Client homes
- Faith-based small groups
- Public libraries
- Clinics and waiting rooms
- Veterans of America Re-entry Program
- Laundromats

# \$16,471

redeemed for fresh produce  
by patients enrolled in the  
Produce Prescription program

# 2,300+

comprehensive wellness  
screenings provided  
at community events

# 33

multi-session diabetes education  
classes provided free of charge  
to the community

# 1,250+

participants in the  
Community in Motion program

## Addressing the whole person— and the whole problem

Faith Community Nurses address an impressive range of concerns. These include:

- Chronic disease management
- Mental health and spiritual well-being
- Access to care for the uninsured or underinsured
- Transportation and housing instability
- Food insecurity and homelessness
- Preventive care, including flu vaccinations
- Health insurance navigation and resources
- Support for veterans and re-entry programs

In 2024 alone, **36 individuals served had no identified healthcare provider**, highlighting how FCNs often become the first—and sometimes only—health advocate for vulnerable community members. By equipping nurses with the training, support and spiritual foundation to serve in faith communities, FHI is transforming lives from the inside out.

## Personal, practical and profound care

One of the most powerful aspects of FHI is that its care model is deeply relational. These aren't just "services

delivered"—they're relationships built, trust earned and lives changed.

- A client struggling with diabetes learns to manage their blood sugar in a support group led by an FCN.
- A young mother without insurance gets connected to low-cost care options through her church's health ministry.
- A veteran reintegrating into civilian life finds both medical guidance and spiritual encouragement from a nurse who understands both sides.

This approach makes healthcare less intimidating, more accessible and more sustainable.

With momentum building, Community plans to continue:

- Expanding FCN training and support
- Strengthening partnerships with local agencies
- Addressing social drivers of health in under-resourced areas
- Elevating whole-person health across more communities

Community Health Network's Faith Health Initiative isn't just a program—it's a movement of compassionate care. It reflects a bold idea: that when healthcare and faith walk together, they can reach further, touch more deeply and heal more completely.

## MENTAL HEALTH AND SUBSTANCE USE

# Building the Future of Behavioral Health

In the midst of a national mental health crisis fueled by a persistent workforce shortage, the ongoing opioid epidemic and the widespread prevalence of co-occurring mental health and substance use disorders, Community Health Network is not waiting for change—it's building it.

Enter the Behavioral Health Academy (BHA), an innovative and bold initiative launched to reshape the behavioral health workforce from the ground up. With more than **221 graduates** between its launch in 2019 and the end of 2024—serving more than **35,000 Hoosiers**—the academy is proving that systemic change is not only possible, but already happening.

Community Health Network recognized that meeting this moment in the delivery of behavioral health care required rethinking everything—from education to recruitment to retention. The Behavioral Health Academy is the answer: a multi-university, multi-provider partnership that builds a ready-to-serve, highly trained and deeply committed behavioral health workforce.

### Mission-driven, outcomes-focused

At its core, the BHA is guided by five key objectives:

1. **Recruiting, employing and retaining** top behavioral health talent in Indiana.
2. Prioritizing the training of **master's-prepared, licensed professionals**.
3. Deploying an **innovative education and practicum model** rooted in real-world experience.
4. Equipping clinicians with a **co-occurring lens** to better serve individuals with both mental health and substance use challenges.



5. Training students in **evidence-based, transdiagnostic models** that address a wide range of clinical presentations.

### Collaboration between academia and providers

Community leads a partnership with **nine provider organizations** across Indiana and has forged strong ties with some of the state's most respected educational institutions. These university partners have redesigned their curriculums to meet the **dual licensure requirements** for Licensed Clinical Social Worker/Licensed Mental Health Counselor as well as Licensed Clinical Addiction Counselor (LCSW/LMHC

# 2,258

pounds of unwanted prescription drugs collected for safe disposal

# 780

community members provided QPR training to recognize signs of mental health crisis

# 377

Narcan kits provided free of charge to community members accessing our six Nalox box locations throughout the community

# 247,283

in-school behavioral health visits provided

and LCAC), ensuring graduates are equipped to work across the full spectrum of behavioral health.

The academy experience goes far beyond the classroom:

- **Co-occurring practicum placements** at partner organizations offer students hands-on experience in treating complex cases.
- **Friday training groups and supervision** sessions deepen clinical understanding and foster peer collaboration.
- **A standardized curriculum** ensures all graduates are prepared to address the most pressing behavioral health challenges using leading-edge, evidence-based practices.

Students also benefit from financial incentives, including stipends during their education and priority interviews for jobs upon graduation. Once hired, they receive specialized onboarding, mentoring and continued support—ensuring a seamless transition from student to practicing clinician.

## What's next?

As the Behavioral Health Academy enters its next phase, its impact continues to grow. New university partners are joining. More provider organizations are integrating

BHA-trained clinicians into their workforce. And with each new graduate, Indiana's behavioral health system becomes stronger, more resilient and more responsive to the communities it serves.

In an era defined by challenge, the Behavioral Health Academy is a model of bold, systemic innovation. It's not just training the next generation of mental health professionals—it's transforming the field.

## Current university partners

- Indiana University School of Social Work (multiple campuses)
- University of Indianapolis (social work and mental health counseling)
- Ball State University
- Martin University
- Butler University
- Purdue Fort Wayne & Purdue Northwest
- Indiana Wesleyan University (hybrid MSW)
- Marian University
- Grace College
- Saint Mary's College
- University of Southern Indiana

## SOCIAL DRIVERS OF HEALTH

# Legal Help, Healthier Lives

When patients walk through the doors of a hospital or clinic, their concerns aren't always purely medical. Sometimes, major threats to their health include overdue rent, mounting debt, denied benefits or unsafe housing. At Community Health Network, these issues aren't dismissed as being someone else's responsibility—they're addressed, head-on, through the innovative and life-changing Medical-Legal Partnership (MLP) program.

Launched in June 2017, Community's Medical-Legal Partnership is a collaboration with Indiana Legal Services Inc., and it's built on a simple but powerful idea: where health is affected by legal problems, legal solutions belong in the healthcare setting.

Since its inception, the program has helped hundreds of patients resolve civil legal issues that threatened their well-being, peace of mind and, in some cases, their survival.

### Meeting medical needs with legal solutions

Medical-legal partnerships (MLPs) integrate attorneys into healthcare teams to address the social determinants of health—the non-medical factors that

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*"This is what it looks like when we treat the person, not just the patient," says a Community Health Network representative. "Through MLP, we're helping people reclaim their health, their rights, and their dignity."*



influence health outcomes. These can include such issues as unsafe or unstable housing, employment disputes, domestic violence or custody issues, barriers to public benefits or insurance, or student loan or debt-related stress.

Patients are referred to the MLP by their healthcare providers, often after sharing concerns that indicate deeper systemic problems. The legal services provided are completely free of charge to patients—no attorney fees, no legal jargon, just compassionate help from trained professionals working to remove obstacles to recovery and stability.

### One patient's story: Janet's road to recovery

For Janet, a cancer patient at Community Hospital East, the burden of illness was only part of her struggle. In the span of two years, she had lost both her mother and her husband. Grief and treatment consumed her life. Meanwhile, the bills kept coming.

"I couldn't see any way out of this," Janet shares. She was behind on rent, accruing late fees and

# 55,510

individuals served at the  
Community Cupboard  
of Lawrence food pantry

# 15,320

free rides to and from  
medical appointments  
provided by Mabel's Ride

# 29,512

individuals provided with  
application and enrollment  
assistance for healthcare coverage

# 10,000+

pounds of produce harvested  
and donated from the  
Community Farm at Anderson

overwhelmed by student loan debt that seemed impossible to manage. "I was desperate for help but unsure where to turn."

That changed during a routine visit with her primary care physician. Janet opened up about the stress she was under and how it was affecting her mental health. Her care team quickly referred her to Rakuya, a dedicated attorney with Community's Medical-Legal Partnership.

What happened next changed Janet's life.

Rakuya contacted Janet's landlord and successfully halted the \$50 late fee she had been dreading. She also worked with Janet's student loan provider to arrange a three-year moratorium—giving Janet critical breathing room as she focused on healing.

"She went to bat for me," Janet says. "The referral from my doctor's team to the legal team was a godsend. They have removed a horrendous burden from my life and made my life lighter."

For Janet, the help she received was more than financial—it was emotional, spiritual and deeply human. "I feel so blessed," she says. "They have made

me feel like I have a chance to stay on and deal with this."

## A critical lifeline for vulnerable populations

The MLP program is especially impactful for vulnerable and underserved patients, who are often navigating not only illness but systemic challenges such as poverty, housing insecurity and lack of access to legal resources.

By resolving these legal barriers, MLPs don't just improve patient satisfaction—they lead to **better health outcomes, reduced stress, lower hospital readmission rates and improved adherence to treatment plans.**

For clinicians, having legal partners embedded in the healthcare setting means they can do more than treat symptoms—they can help change the conditions that caused them in the first place.

Community Health Network's Medical-Legal Partnership, in partnership with Indiana Legal Services, stands as a shining example of how healthcare systems can evolve to meet the whole needs of their patients.

# School-Based Care

Community Health Network's school partnerships provide a range of care, from onsite primary care clinics for employees and their families to school nurses, behavioral health therapists, physicians and athletic trainers addressing students' needs in the school and after-school settings.

**Onsite primary care clinics:** Provide care for a variety of health conditions for school employees and their families, ranging from minor injuries and illnesses to more complicated chronic conditions.

**School nursing:** From everyday scrapes and bruises on the playground to managing chronic illnesses such as asthma and diabetes, Community nurses offer support to help students get back to the classroom for successful learning.

**Behavioral health:** School-based services assist children and families with learning, improving



interpersonal and relationship skills and becoming productive members of their community.

**Sports medicine:** Community partners with many area schools to provide sports medicine coverage for student athletes throughout the year.

146

schools with nurse clinics for students

1,149,388

student visits receiving school-based nursing services

127

schools with behavioral health services

118,128

student visits receiving behavioral health services

12

school-based on-site primary care clinics

133,601

student athlete visits receiving sports medicine services

# Collaboration Grants

In an inspiring commitment to the well-being of central Indiana, Community Health Network launched its Community Collaboration Grant Program, an initiative designed to strengthen local partnerships and improve health outcomes across the region.

The program is a strategy of Community Health Network's Community Health Needs Assessment (CHNA) and corresponding Implementation

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*"We believe real change happens at the grassroots level," says a Community representative. "That's why we're proud to extend this funding opportunity to organizations already doing meaningful work in their communities."*

Strategies—a comprehensive, research-driven roadmap that identifies the most pressing health challenges facing Hoosiers today and outlines how the organization plans to address them over a three-year period.

While Community is investing heavily in internal strategies to improve care and access, it also recognizes that no single organization can do it alone. The CHNA uncovered a wide range of challenges—from chronic disease and food insecurity to mental health, maternal health and access to care. In response, Community Health Network developed a three-year strategy that goes beyond hospital walls and into the neighborhoods most affected.

The Community Collaboration Grants were created as part of this response, empowering community-based organizations that are already on the front lines of these issues. Through financial support and partnership, the

## 2024 grant recipients: leading local change

The inaugural cohort of Community Collaboration Grant recipients includes:

- Bona Vista Programs
- Gilead House
- Gleaners Food Bank
- Horizon House
- Immigrant Welcome Center
- John Boner Neighborhood Centers
- Kokomo Rescue Mission
- Lifesmart Youth
- Minority Health Coalition of Madison County
- National Kidney Foundation of Indiana
- Operation Love Ministries
- Samaritans Caregivers
- Sekhem Institute for Holistic Healing
- Shepherd Community Center
- Southeast Community Services
- Still Waters Adult Day Center
- Westminster Neighborhood Services

grants aim to elevate and amplify local efforts that align with the Network's mission and priorities.

In 2024, 17 organizations were selected for funding through a multidisciplinary review process. These partners represent a diverse mix of missions, populations and service models—each uniquely positioned to address barriers to health and wellness in their communities.

## Investing in the community, together

By funding these organizations, Community Health Network isn't just writing checks—it's investing in relationships, shared values and community-led solutions. The grant program reflects a broader vision of healthcare that includes social determinants, health equity and collaboration as essential elements of success.

# Community Outreach and Engagement

Community Health Network's outreach and engagement team plays a vital role in achieving our mission: Deeply committed to the communities we serve, we enhance health and well-being.

By actively connecting with individuals, families and local organizations, we build trust, foster collaboration and ensure that our programs truly reflect the needs and values of the people we serve. Through outreach, we can identify barriers to care, raise awareness about health resources and promote preventive practices that improve overall quality of life.

Meaningful engagement empowers community members to take an active role in their own health, creating a shared sense of responsibility and partnership. Ultimately, these efforts strengthen our impact, ensuring that our work not only addresses immediate needs but also supports lasting, positive change across the communities we are proud to serve.



- **Indy Pride Parade & Festival:**  
195 caregivers volunteered
- **Indiana Black & Minority Health Fair:**  
953 health screenings provided
- **Indiana Latino Expo:** 235 health screenings provided
- **Black Men in White Coats Youth Summit:**  
335 youth attendees

## Serve360°

Serving our community is an important part of who we are. Each year, thousands of Community Health Network caregivers volunteer through opportunities that are offered through the organization's Serve360° initiative.

Since 2011, the program has supported our mission by engaging with meaningful volunteer opportunities. It was named to reflect Community's way of completing the circle by collectively giving back to the individuals and neighborhoods that gave birth to the network.

94

agencies and  
programs served

2,221

unique  
volunteers

12,944

hours  
of service

# Our 2024 Community Benefit

## Total charity care provided in 2024 (at cost)

\$8,770,000 (all of Community Health Network)

\$5,805,000 (Community's hospitals only, per IRS Form 990)

## Total bad debt in 2024 (at cost)

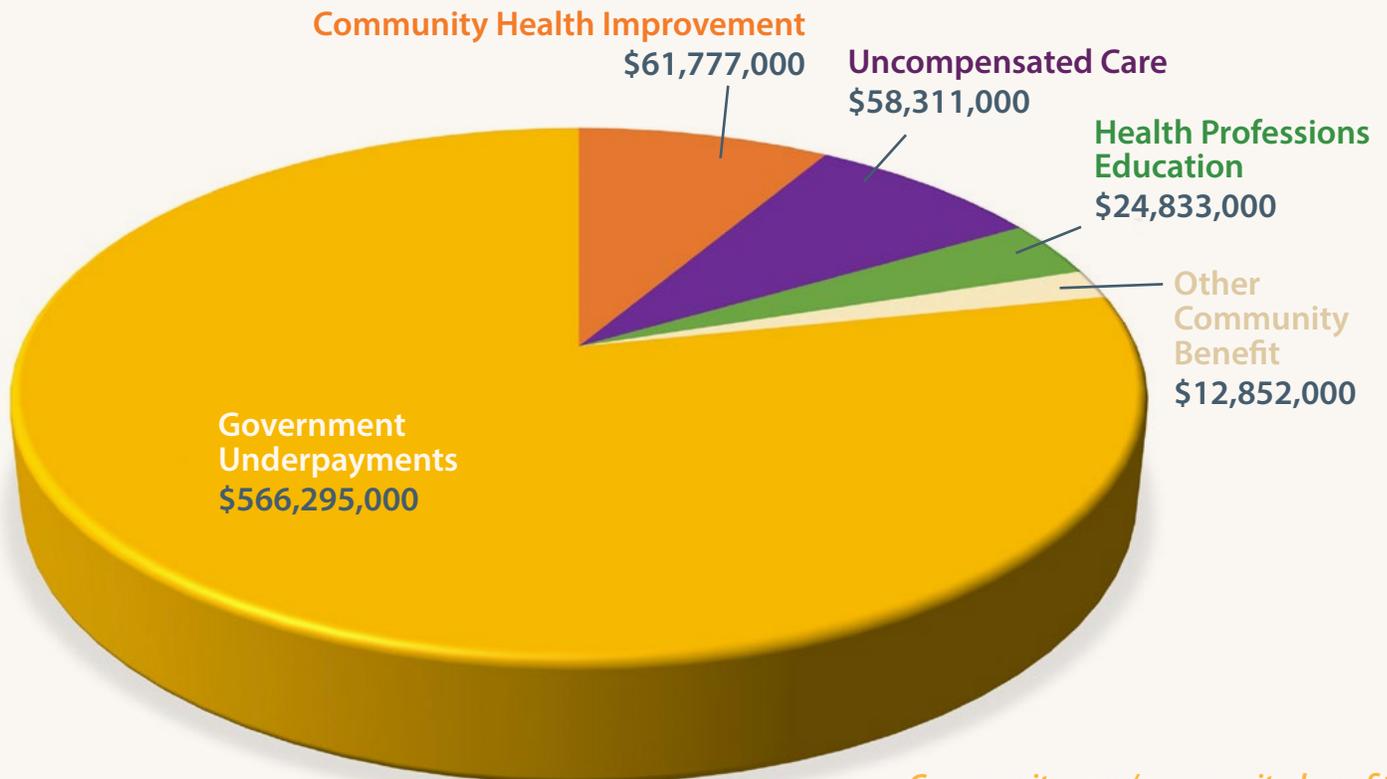
\$49,541,000 (all of Community Health Network)

\$26,910,000 (Community's hospitals only, per IRS Form 990)

## Total community benefit provided in 2024 (includes items above)

\$724,067,000 (all of Community Health Network)

\$390,940,000 (Community's hospitals only, per IRS Form 990)



# About Community Health Network

At Community Health Network, our mission as a nonprofit organization is to **enhance the health and well-being of those in the communities we serve.** We deliver on that mission at **more than 200 sites of care** — including 10 acute and specialty care hospitals, plus provider offices, cancer centers, urgent care clinics and other places people go for their healthcare services.

2024



723,500  
Patients served



298,600  
ER visits



65,000  
Inpatient admissions



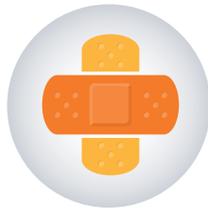
100,100  
Surgeries



7,900  
Babies born



78,600  
Oncology treatments



3.2 million  
Outpatient visits



609,300  
Behavioral health visits



17,000  
Caregivers



2,500+  
Physicians and advanced-practice providers



1,254  
Staffed hospital beds