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Board of Trustees

Meeting Minutes
February 17, 2026

A meeting of the Board of Trustees (Board) of the Health & Hospital Corporation of Marion County, Indiana, (HHC) was held on Tuesday, February 17, 2026, in the Faegre Drinker Conference Room of the Rapp Family Conference Center located at 720 Eskenazi Avenue in Indianapolis, Indiana, 46202.

Board members' attendance:

- Present in-person: Robert W. Lazard, Chairperson, Carl L. Drummer, Vice Chairperson, Gary R. Fisch, MD, Brenda S. Horn, Thomas Hanify, and Michael O'Brien
- Present via Webex: None
- Absent: Kelly A. Doucet

An opening prayer was provided by Bishop Robert Lyons, Spiritual Care Manager, Eskenazi Health (EH).

Mr. Lazard called the meeting to order at 1:59 p.m.

Mr. Lazard introduced the Consent Agenda, which included the following items: Board minutes from January 12, 2026; Treasurer & CFO Report, including the December 2025 and January 2026 Cash Disbursements; the following clinical privilege forms: Medicine, Section of Critical Care, Pulmonary, and Sleep Medicine; Neurology; Ophthalmology; Orthopaedics; Otolaryngology/Head & Neck Surgery; Otolaryngology/Head & Neck Surgery Associate Staff; Psychiatry; Radiology, Section of Oral & Maxillofacial Radiology; Urology; and Urology Associate Staff; the Medical Staff Appointments, Reappointments & Changes to Privileges; and the following medical staff policies: No. 700-04: Patient Transfers from Eskenazi Health; No. 700-13: Dental Services; No. 700-70: Withholding or Withdrawing Life-Prolonging Measures; No. 700-87: Documentation of AMA, Left Without Being Seen, Left Before Treatment Finished; No. 700-124: Basic Life Support Competence for Medical and Allied Health Staff and the Code Team; No. 700-131: Credentialing Fees; No. 700-132: Medical Staff and Allied Health Staff – Health Evaluation, Tuberculosis Surveillance, and Influenza Surveillance.

Mr. Drummer moved to approve the Consent Agenda, and Ms. Horn seconded the motion. The motion was unanimously approved by roll call vote.

Mr. Lazard next introduced the following request for proposal (RFP): SAP Cloud Migration. Mr. O'Brien moved to approve the RFP, and Dr. Fisch seconded the motion. Mr. Drummer recused himself from the discussion and vote on the RFP. Scott Morris, Corporate Chief Information

Officer, HHC, provided a briefing on the RFP. The motion to approve the RFP was unanimously approved by roll call vote.

Mr. Lazard next presented for approval Resolution No. 1-2026: Establishment of Police Department. Mr. Hanify moved to approve the resolution, and Mr. Drummer seconded the motion. Paul Babcock, President & Chief Executive Officer (CEO), HHC, presented an overview of the resolution. Mr. Drummer inquired regarding the implementation timeline for the police department. Mr. Babcock and Dan Wilham, Executive Director of Safety & Security, HHC, advised that HHC officers are scheduled to be sworn in tomorrow with training to commence shortly thereafter. Mr. Drummer expressed his strong support for the resolution. The motion to approve the resolution was unanimously approved by roll call vote.

Mr. Lazard next presented for approval Resolution No. 2-2026: Establishment of Standing Committees. Mr. Lazard moved to approve the resolution, and Ms. Horn seconded the motion. Mr. Lazard provided a summary of the resolution. The motion to approve the resolution was unanimously approved by roll call vote.

Mr. Lazard next presented for approval Resolution No. 3-2026: Maintenance of Level 1 Trauma Center Status. Mr. Hanify moved to approve the resolution, and Mr. Drummer seconded the motion. Erik Streib, MD, Chief of Trauma Services, EH, presented an overview of the resolution. The motion to approve the resolution was unanimously approved by roll call vote.

Mr. Lazard next introduced the nomination of David Hudson to the Sandra Eskenazi Mental Health Center (SEMHC) Advisory Board. Mr. Hanify moved to approve the nomination, and Ms. Doucet seconded the motion. Ashley Overley, MD, CEO, SEMHC, provided a briefing on the nomination. The motion to approve the nomination was unanimously approved by roll call vote.

Next, Mr. Babcock presented the HHC Report. Mr. Babcock reported that he anticipates presenting a new debt issuance for Board approval within the coming months. Mr. Babcock next stated that all current HHC renovation projects are progressing according to schedule and within budget. Mr. Babcock also reported that negotiations with Omega for the acquisition of three additional Long Term Care (LTC) facilities are advancing as planned. Last, Mr. Babcock noted that HHC will host an internal town hall next week to communicate the strategic plan to organizational leadership.

James Simpson, Interim Chief Financial Officer (CFO) & Assistant Treasurer, HHC, presented the December 2025 and January 2026 Budget Basis Revenue and Expenditures.

Mr. Simpson continued by presenting the External Audit & Finance Committee Report. Mr. Simpson reported that the committee recommended the SAP Cloud Migration RFP for Board approval. Mr. Simpson next stated that an update on HHC's 2025 audit was provided by the following members of Forvis Mazars: Andy Rinzel, Partner; Nicholas Eichelman, Partner; Emily Balbach, Director; and Sara Sears, Director. Last, Mr. Simpson reported that the Unaudited Internal Consolidated Financials were presented by himself; Tara Parchman, Director of Finance, Marion County Public Health Department (MCPHD); Nicole Harper, CFO, EH; and Bryan Jarvis, Vice President (VP) of Finance & Accounting, American Senior Communities.

Lisa Taylor, Chief Compliance Officer, HHC, presented an overview of the 2026 Compliance Work Plan. Mr. Hanify moved to approve the plan, and Mr. O'Brien seconded the motion. The motion to approve the plan was unanimously approved by roll call vote.

Virginia Caine, MD, Director & Chief Medical Officer, MCPHD, presented the MCPHD Report and the Public Health Committee Report. Dr. Caine noted that earlier in the day, MCPHD provided a briefing to the Board on the 2025 Community Health Assessment. Dr. Caine reported that based on community feedback, the five most significant priorities identified were in the following order: mental health and wellbeing, access to health care, safe and affordable housing, trauma and injury prevention, and infant mortality.

Lisa Harris, MD, CEO, EH, presented the EH Report. Dr. Harris reported on federal legislation regarding Medicaid reimbursement for safety-net hospitals. Dr. Harris also stated that in the past year, EH has experienced a 12% decrease in Medicare patient volume; at the same time, EH has experienced a surge in uninsured patient encounters, with a 31% increase in emergency department visits and a 77% increase in inpatient hospitalization. Last, Dr. Harris commemorated the lives of Beech Grove Police Officer Brian Elliott, a former EH employee, and Sidney and Lois Eskenazi, whose \$40 million gift was instrumental in the construction of the Sidney & Lois Eskenazi Hospital.

Ashley Overley, MD, CEO, SEMHC, presented the SEMHC Report. Dr. Overley reported on the revised hours of operation for the Caring Recovery Opioid Treatment Program. Dr. Overley also noted that SEMHC is collaborating with Crosswalk Health to redirect mental health crisis calls away from emergency services.

Chuck Ford, Chief of Staff, Indianapolis Emergency Medical Services (IEMS), presented the IEMS Report. Mr. Ford commended IEMS employees for their service during the recent snowstorm; during that time, IEMS responded to an average of 380 calls per day, treated over 80 patients with hyperthermia and frostbite, and delivered one baby. Mr. Ford also stated that IEMS is preparing for the upcoming NCAA Men's Final Four in Indianapolis.

Julie White, VP of LTC, HHC, presented the LTC Report. Ms. White reported that in January, LTC completed six administrative and clinical visits and five environmental and emergency preparedness visits at HHC-owned facilities (Facilities). Ms. White also noted that HHC recently allocated \$19 million for facility improvements in 2026, with an additional \$6 million contingency for emergency expenditures. Ms. White also reported that resident occupancy at Facilities reached 79% in January, a 2% increase from January 2025. Last, Ms. White stated that the West Bend Nursing & Rehabilitation Facility is scheduled to transition to a new operator effective March 1.

Last, Angela White, President & CEO, Eskenazi Health Foundation (EHF), presented the EHF Report. Ms. White reported on leadership changes to EHF's Board of Directors, noting that Deborah Daniels has been appointed as the 2026 Chairperson.

The next meeting of the Board will be held at 2 p.m. on Tuesday, March 17, 2026.

Ms. Horn moved to adjourn the meeting, and Mr. Lazard adjourned the meeting at 3:01 p.m.



Robert W. Lazard
Chairperson



Paul T. Babcock
President, CEO & Board Secretary