



3838 North Rural Street  
Indianapolis, IN 46205  
tele 317-221-2000  
fax 317-221-2020  
www.hhcorp.org

## Board of Trustees

Meeting Minutes  
November 18, 2025

A meeting of the Board of Trustees (Board) of the Health & Hospital Corporation of Marion County, Indiana, (HHC) was held on Tuesday, November 18, 2025, 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, Kelly A. Doucet, Gary R. Fisch, M.D., Brenda S. Horn, and Thomas Hanify
- Present via Webex: Michael O'Brien
- Absent: None

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 asked if there were any comments on the Consent Agenda, which included the following items: Board minutes from October 21, 2025; Memoranda of Executive Session from October 21, 2025; Treasurer & CFO Report, including the October 2025 Cash Disbursements; the following two clinical privilege forms: Allied Health Professional (AHP) Advanced Practice Registered Nurse; and AHP Physician Assistant; Medical Staff Appointments, Reappointments & Changes to Privileges; and Medical Staff Policy No. 700-45: Moderate and Deep Sedation.

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

Mr. Lazard presented for approval the following bid: Millersville Road Office Renovation Project. Pink Bissett, Vice President (VP) of Facilities Services & Real Estate, HHC, expounded on the bid. Ms. Doucet moved to authorize staff to enter into a contract with Powers & Sons Construction Company, Inc. in the amount of \$774,000, and Ms. Horn seconded the motion. Ms. Doucet questioned whether the awardee provides the best quality or is merely the lowest bidder; Ms. Bissett responded that HHC has worked with this vendor on other projects and it provides high-quality work. The motion was unanimously approved by roll call vote.

Mr. Lazard next presented for approval the following request for proposal (RFP): Software as a Service (SaaS) - Dental Practice Management Software Solution. Mr. Drummer moved to authorize staff to enter into a contract with eClinical Works in the amount of \$364,258, and Ms. Doucet seconded the motion. Karen Holly, Director of Operations, Marion County Public Health Department (MCPHD), provided additional information on the RFP. The motion was unanimously approved by roll call vote.

Mr. Lazard presented for approval the following RFP: SaaS – Grants Management Software. Mr. Drummer moved to authorize staff to enter into a contract with Kualu in the amount of \$446,313, and Mr. Hanify seconded the motion. Jennifer Morehead Farmer, VP of Grants, HHC, expounded on the RFP. Ms. Doucet asked whether the RFP includes integrating HHC’s current system into the new system, and Ms. Morehead Farmer confirmed that it does. The motion was unanimously approved by roll call vote.

Mr. Lazard next presented for approval Resolution No. 6-2025: Annual Review of Investment Policy. Ms. Horn moved to approve the resolution, and Dr. Fisch seconded the motion. James Simpson, Interim Chief Financial Officer (CFO) & Assistant Treasurer, HHC, provided additional information on the resolution. The motion was unanimously approved by roll call vote.

Mr. Lazard presented for approval Resolution No. 7-2025: Acquisition of Real Property. Mr. Drummer moved to approve the resolution, and Mr. Hanify seconded the motion. Paul Babcock, President & Chief Executive Officer (CEO), HHC, expounded on the resolution. The motion was unanimously approved by roll call vote.

Mr. Lazard next presented for approval Resolution No. 8-2025: Extension of LTC Lease Agreement. Ms. Doucet moved to approve the resolution, and Mr. Drummer seconded the motion. Mr. Babcock provided additional information on the resolution. The motion was unanimously approved by roll call vote.

Mr. Lazard presented for approval Resolution No. 9-2025: Implementation of Five-Year Economic Plan. Mr. Hanify moved to approve the resolution, and Ms. Horn seconded the motion. Mr. Babcock expounded on the resolution. Mr. Hanify moved to table the resolution, and Mr. Drummer seconded the motion. The motion was unanimously approved by roll call vote.

Mr. Babcock continued by presenting the HHC Report. Mr. Babcock wished everyone Happy Holidays.

Mr. Simpson presented the October 2025 Budget Basis Revenue and Expenditures.

Mr. Simpson continued by presenting the Audit, Finance & Compliance Committee Report. Mr. Simpson reported that the committee approved to move to the full Board the following two items: Resolution No. 6-2025: Annual Review of Investment Policy; and RFP: SaaS – Grants Management Software. Mr. Simpson next stated that the committee heard the following reports: first, the Unaudited Internal Consolidated Financials presented by Mr. Simpson; Tara Parchman, Director of Finance, MCPHD; Nicole Harper, CFO, EH; and Bryan Jarvis, VP of Finance & Accounting, American Senior Communities (ASC); second, the Corporate Compliance Report

presented by Lisa Taylor, Chief Compliance Officer, HHC; and third, the Corporate Compliance Initial 60 days Review of Program presented by Ms. Taylor.

Kimberly McElroy-Jones, PhD, Chief Culture Officer, HHC, presented the Cultural Excellence Committee Report. Ms. McElroy-Jones reported that the committee heard the following reports: culture and talent updates presented by herself; patient care and delivery of services update presented by herself; supplier engagement and economic impact updates presented by Felecia Roseburgh, Director of Supplier Engagement & Economic Impact, HHC; and community impact and corporate engagement updates presented by Gregory Porter, VP of External Affairs, HHC. Last, Ms. Roseburgh provided HHC's diverse spend statistics.

Ms. Horn presented the Nominating Committee Report. Ms. Horn reported that the committee discussed the Board's nomination process for electing the Chairperson and Vice Chairperson positions.

Virginia Caine, MD, Director & Chief Medical Officer, MCPHD, presented the MCPHD Report. Dr. Caine reported that MCPHD recently co-hosted the Too Sweet for Your Own Good: Managing Diabetes and K.A.R.E. for Your Kidneys Conference; 204 participants attended the conference.

Lisa Harris, MD, CEO, EH, presented the EH Report. Dr. Harris reported that after a year of low acuity at EH, in October the acuity was at 1.81 which is higher than at any point during the COVID-19 pandemic. Dr. Harris next stated that EH is beginning to see more uninsured patients who are not enrolled in Medicaid. Dr. Harris also stated that EH is partnering with Gleaners to help provide emergency food relief, and that HHC contributed \$100,000 to the initiative. Last, Dr. Harris stated that EH recently launched a mobile health unit to reach residents who live in downtown Indianapolis; MCPHD provided the mobile unit, and the Indianapolis Emergency Medical Services (IEMS) assists in operating the unit.

Ashley Overley, MD, CEO, Sandra Eskenazi Mental Health Center (SEMHC), presented the SEMHC Report. Dr. Overley presented a video on the mission and purpose of SEMHC.

Daniel O'Donnell, MD, Chief, IEMS, presented the IEMS Report. Dr. O'Donnell reported that IEMS is currently at its best staffing level since the COVID-19 pandemic. Dr. O'Donnell next stated that IEMS recently hosted the Emergency Medical Service World Expo 2025. Dr. O'Donnell also stated that Crosswalk Health has received nearly 1,000 calls, with 85% of those staying with Crosswalk Health and the remainder being sent back to 911. Last, Dr. O'Donnell shared upcoming events that IEMS will be supporting, including the Big Ten Football Championship.

Julie White, VP of LTC, HHC, presented the LTC Committee Report. Ms. White reported that the committee heard the following reports: the HHC/ASC Quarter 3 Financial Report presented by Bryan Jarvis, VP of Finance & Accounting, ASC; the HHC/ASC Quarter 3 Compliance Report presented by both Mindy Shapiro, Chief Compliance Officer, ASC, and Heather Brooking-Jordan, Senior Director of Compliance & ERM, ASC; the Quality Metrics/Progression and Comparison 2010 to Present presented by both Rebecca Skowronek, Quality Improvement Specialist, ASC, and Alicia Sims, Chief Nursing Officer, ASC; the HHC LTC Division and Quality Report presented by both Ms. White and Philip Benson, Director of Quality Review,

HHC; the ASC Executive Report/Omega Landlord Renewal presented by Steve Van Camp, CEO, ASC; and the HHC Executive Report presented by Mr. Babcock. Ms. White next stated that the committee approved to move to the full Board Resolution No. 8-2025: Extension of LTC Lease Agreement.

Ms. White continued by presenting the LTC Report. Ms. White reported that at HHC-owned facilities (Facilities), 92% of interviewed residents or their family members expressed overall satisfaction. Ms. White next stated that the following four Facilities received a deficiency-free annual survey: Avalon Village, Elkhart Meadows, Lake Pointe Village, and Mt. Vernon Nursing & Rehabilitation. Ms. White also stated that 13 Emergency Preparedness Surveys were deficiency free and that one facility, Salem Crossing, also received a deficiency-free Life Safety Code Survey. Last, Ms. White stated that 81% of 52 Complaint Surveys were deficiency free.

Last, Angela White, Executive VP, Eskenazi Health Foundation (EHF), presented the EHF Report. Ms. White reported on the Colleagues Care Program at EH in which employees can donate to anonymous employees who need support. Ms. White next stated that the St. Margaret's Hospital Guild donated both \$2,500 to the emergency food program and 10,000 diapers to EH Community Centers.

Dr. Caine stated that HHC's former General Counsel, Priscilla Keith, passed away last week.

The next meeting of the Board will be held at 2 p.m. on Monday, January 12, 2026.

Ms. Horn moved to adjourn the meeting, and Mr. Lazard adjourned the meeting at 3:15 p.m.

  
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Robert W. Lazard  
Chairperson

  
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Paul T. Babcock  
President, CEO & Board Secretary