As the world continues to deal with the unprecedented effects of the coronavirus, we hope you and your families are staying healthy and safe. At Adult & Child Health (A&C), improving the lives of Indiana’s most vulnerable residents has been the guiding principle of our work since 1949. The virus impacts everyone, but no one more so than persons experiencing poverty, trauma, untreated illness, or homelessness. Throughout the pandemic, Adult & Child Health has continued to help thousands of at-risk children, adolescents, and adults have an opportunity for a better life. Our organization is a force for change at a time when we’ve never been needed more.

As a primary care, behavioral health, and social services safety net provider, we are only as good as our staff. Since early March, our first priority has been the health and well-being of our employees and those we serve. When shelter-in-place orders were issued in central Indiana, A&C rapidly shifted to remote work, allowing persons to safely receive services with their physicians, therapists, or other specialists via telehealth or telephone. Today, the majority of our employees are working productively from home. For services unable to be delivered virtually, such as crisis stabilization for behavioral health emergencies or court-ordered home visits, A&C has developed protocols and deployed the use of personal protection equipment for the safe delivery of face-to-face services. Managers and team leaders have worked tirelessly to support the health of our staff, so they, in turn, can provide essential services to clients who depend on our care. The new ways we’ve adopted to provide quality services help us now, and in the future, when Adult & Child Health emerges strong from the current crisis.

Adult & Child Health’s COVID-19 response has been significant, but that wasn’t all we’ve accomplished. In Fiscal Year 2020, we were able to launch new mental health services and housing programs for persons experiencing homelessness. Family preservation services were implemented to stabilize and strengthen families whose children are at risk for of home placement. Addictions services were expanded and mental health services for students were introduced in several new school corporations. Even with the pandemic, Adult & Child Health found new ways to grow and expand our impact in underserved communities. This Annual Report gives you a small sample of how many different accessible, affordable programs we offer to persons in need, regardless of their ability to pay. Few organizations have as many ways to positively impact a life as Adult & Child Health.

With social distancing and reduced travel in place, perhaps our greatest challenge has been keeping our staff engaged and connected to each other. People may come to work at A&C for the job, but they stay for our culture and mission. Since the pandemic’s beginning, we have reimagined in-person events, turning trainings and employee recognition activities into digital experiences. Online all-staff townhall meetings are held monthly to share information, celebrate successes, and ensure we are all moving forward together. Virtual individual and group supervision meetings are being held more frequently than when they were held face-to-face so that Team Leaders can hear staff concerns and support their needs in real time. A&C has implemented flexible work schedules when staff need alternative arrangements to balance work and family demands. Being a great place to work means caring for our employees over the long haul. All of our staff, from direct care workers on the frontline to persons working behind signs, play an essential role in A&C’s success.

At Adult & Child Health, we live the mission statement every day … “With hope, compassion and creativity, we deliver life-enhancing physical, social, and behavioral health care services.” It’s both humbling and inspiring to work at a place where 500+ mission-focused employees work together to make a positive difference in the lives of others. Facing the pandemic has strengthened our resolve and going forward, we’ll do everything we can to help employees and the persons we serve emerge strong from the crisis. With the contributions of our dedicated staff, the wisdom and guidance provided by our Board of Directors, and the support of our many partners who share our vision for community wellness, Adult & Child Health looks forward to seeing what the future holds.

Yours in mission,

Tom Gaunt
Chair, Board of Directors

Allen Brown
President and CEO
Adult & Child Health is an innovative, mission-driven health care and social services organization committed to helping people live healthier lives. Through a whole health model of care, delivered in multiple settings, we offer services to impact every stage and area of life. Our staff support people at home, at work, at school, and in the community.

Our Services:
- Improve mental and physical health
- Strengthen families
- Help youth become self-sufficient
- Help people find permanent work
- Help children excel at school
- Support children in foster care
- Promote healthy relationships
- Connect adults with affordable housing
- Break the cycle of addiction
- Overcome trauma
- Provide safety to persons in crisis
- Promote independence and self sufficiency

What drives the mission behind A&C? Without question, it’s the passion and compassion our staff have for helping others. A&C’s impact resounds throughout central Indiana with teams in Marion, Johnson, Bartholomew, Morgan, Hendricks, Monroe and Shelby counties. Whether a staff member works in one of our 121 partnered schools, an office in downtown Indianapolis, a medical clinic, a homeless outreach team, or in the community as a home-based specialist - they are all connected to the same mission.

As a 501c3 not-for-profit organization, we provide help to individuals and families no matter their ability to pay. With affordable, accessible, high quality health care and social services, A&C helps persons live healthier, happier, productive lives.

Adult & Child Health is led by a diverse Board of Directors representative of the Indiana communities we serve.

**Chair**
Tom Gaunt, Mechanical Engineer
Retired

**Vice Chair**
Joe Villaneuva, Chief Prosecutor
Johnson County

**Secretary**
Sue Collins, RN
Retired

**Treasurer**
Joel Githiri, CPA, Corporate Controller
FitzMark, Inc.

**D.J. Mahler, Financial Advisor**
Edward Jones Investments

**Leslie Kelly, MSW, Program Director**
Horizon House

**Dawn Shimp, Clinical Study Technician**
ACT Center of Indiana
IUPUI Psychology Department

**Carole McKinney, Retired Faculty**
Franklin College

**Amber Clarke, Health Professions Navigator**
University of Indianapolis

**Robert Hurley, Attorney**
Robert Hurley, Attorney at Law

**Barbara Thurman**
Advocate for the Homeless

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**WHAT WE DO**

- Improve mental and physical health
- Strengthen families
- Help youth become self-sufficient
- Help people find permanent work
- Help children excel at school
- Support children in foster care
- Promote healthy relationships
- Connect adults with affordable housing
- Break the cycle of addiction
- Overcome trauma
- Provide safety to persons in crisis
- Promote independence and self sufficiency

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71 Years of services for central Indiana residents

17,747 Clients across all service lines

697,060 Hours devoted to helping people live healthier lives

7,329 Provided primary care visits
The COVID-19 pandemic impacted Adult & Child Health’s clinic operations, but the agency adapted quickly to continue to safely and effectively provide services to all of our clients. In early March 2020, primary care providers were completing 170 to 180 face-to-face primary care and psychiatric visits each day across their four clinics. In the week of March 13, Indiana schools announced their plan to transition to e-learning for the remainder of the school year in hopes of flattening the COVID-19 infection curve. A&C recognized the approaching negative impact of COVID-19 and began planning for a significant transition in the way we provided access to critical medical care.

The State of Indiana announced Shelter in Place plans effective March 23, which did not limit access to medical care, but A&C recognized the likelihood for a dramatic reduction in face-to-face visits and began to operationalize telehealth technologies to ensure their patients will have continued access to care.

During a 2-week period, from March 23 to April 3, A&C Health clinics effectively transitioned 95% of their medical, psychiatric, and counseling service visits from face-to-face to telehealth delivery models. This transformation first required the agency to adopt, implement, and train staff in the use of Microsoft Teams video conferencing, and then develop and implement a process for scheduling visits in Teams that aligned with schedules in our Electronic Medical Records. The agency also trained and re-purposed many clinical support staff to work with call center staff to contact patients directly, assist them in downloading required applications, train them to use telehealth, and schedule future face-to-face appointments as telehealth visits.

CONTINUED AGENCY GROWTH:
Despite the COVID-19 pandemic, we increased our client population by the following numbers:
- Federally Qualified Health Center (FQHC) persons served increased by 21%
- FQHC visits increased by 57%
- Mental Health Center persons served increased by 4.3%
- Pediatric visits increased by 22%
- Total organization visits increased by 3.7%

<table>
<thead>
<tr>
<th>FQHC VISITS COUNTS - TRANSITION TO TELEHEALTH</th>
</tr>
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<tbody>
<tr>
<td>250</td>
</tr>
<tr>
<td>200</td>
</tr>
<tr>
<td>150</td>
</tr>
<tr>
<td>100</td>
</tr>
<tr>
<td>50</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>Face to Face</td>
</tr>
</tbody>
</table>
PATIENT PORTAL LAUNCH:
The new online Patient Portal allows clients the ability to manage their health care. From primary care to addictions to psychiatry, they can manage their Adult & Child Health accounts anytime, from anywhere. The Patient Portal offers web scheduling, private messaging, the opportunity to make refill requests, test results, and online billing.

SCHOOL-BASED EXPANSION:
Our School-Based Program, in which our staff is embedded in schools to assist students with behavioral health concerns, delayed developmental issues, or other life stressors that interfere with a child’s ability to learn, expanded into four new school districts. Our staff are now in Monroe County Community Schools, Richland-Bean Blossom Community School Corporation, Shelbyville Central Schools, and Spencer-Owen Community Schools. For a complete list of school districts we serve, see Page 8.

PENN PLACE APARTMENTS PARTNERSHIP:
An innovative onsite Resident Services Program at Penn Place Apartments, 1415 N. Pennsylvania St., provides onsite social and behavioral services to supportive housing apartment residents. The Resident Services Program began in summer 2019 and is funded through a grant from the Indiana Division of Mental Health and Addiction (DMHA). Penn Place Apartments is a 38-unit complex dedicated to serving the chronically homeless and special-needs populations. A&C has full-time staff available at the apartments Monday through Friday, to facilitate residents’ access to health care, social services, community resources and educational opportunities, which in turn improves their overall health and wellness.

FAMILY PRESERVATION SERVICES PROGRAM:
This program, a partnership with the Indiana Department of Child Services (DCS), supports families that are involved with DCS who have had their children remain in their home, but still need support to prevent removal and to ensure child safety services are referred by DCS. Adult & Child Health provides weekly safety checks for families in addition to providing evidence-based services through the Teaching Family Model. Both Child Welfare Specialists and Staff Therapists providing Family Preservation Services have been trained in this model and will receive ongoing support and supervision to ensure staff are providing services.

SCHOOL BACKPACK GIVEAWAY:
Our School-Based Service Line, in partnership with Anthem, hosted Operation Backpack, in which they distributed 2,000 backpacks to students in need in the summer of 2020. The backpacks included school supplies and snacks. These efforts proved to be especially helpful for students this summer, as the COVID-19 pandemic limited families’ abilities to do their own shopping.
**SUMMER PROGRAMMING FOR KIDS**

Provided funding to implement KAMP KOOL during the summer months. This program kept children with behavioral health needs engaged in services during school breaks. Through this program, our staff continued working with students who received school-based services throughout the school year.

*Amount Awarded: $15,000  
Funder: Anthem*

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**RAPID REHOUSING PROJECT**

Provided a temporary safe haven and health care services to individuals who are experiencing homelessness. Partnership among A&C, City of Indianapolis and Partners in Housing.

*Amount Awarded: $258,138  
Funder: Anthem/Blue Triangle contract*

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**ASSERTIVE COMMUNITY TREATMENT**

In close partnership with the City of Indianapolis and the Central Indiana Communities Foundation (CICF) and the Corporation for Supportive Housing (CSH) a multi-disciplinary ACT Team was implemented to provide outreach, treatment services, and safe housing to homeless persons suffering from mental illness and addictions.

*Amount: $109,136  
Funder: Substance Abuse and Mental Health Services Administration*

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**HOMELESS INTERVENTION**

Streamlined and coordinated services among area homeless intervention provider agencies.

*Amount: $106,497  
Funder: Indiana Division of Mental Health and Addictions*
INTEGRATION OF PRIMARY AND BEHAVIORAL CARE

DMHA grant funding was used to integrate primary and behavioral health services, helping A&C patients receive whole health services through a single point of contact.

Amount: $9,000
Funder: FSSA/Primary Care Behavioral Health Integration

TRANSITION-AGED YOUTH PROGRAM

A collaboration with community partners, we worked with youth ages 15-24 on engagement through group activities, and helping youth prepare for and succeed after entering adulthood.

Amount: $150,000
Funder: Indiana Division of Mental Health and Addictions

HOUSING FOR HOMELESS VETERANS

This Supportive Services for Veteran Families grant went toward providing housing for homeless veterans as part of a partnership with Aspire Indiana and Reach Services.

Amount: $321,445
Funder: InteCare

YOUTH DEVELOPMENT PROGRAM

This INPACT grant featured a group format with system-involved youth that provided sexual health education, along with focusing on healthy relationships, building natural supports, and other benefits.

Amount: $146,808
Funder: Health Care Education & Training Contract

SEXUAL HEALTH EDUCATION

Served 200 system-involved youth, providing information about sexual health and access to health care needs.

Amount: $89,811
Funder: Health Care Education & Training Contract

PRE-EMPLOYMENT SERVICES

Provided career coaching to students assisting their successful transition into employment following graduation.

Amount: $90,000
Funder: Easter Seals

PARENT CAFÉ PROGRAM

A project in Johnson County where parents and caregivers would meet, connect, share ideas, and learn from each other.

Amount: $113,457
Funder: Indiana Division of Mental Health and Addictions

SCHOOL-BASED MENTAL HEALTH

Provided funding to implement Healthy Futures program in Mooresville Community Schools. Healthy Futures focused on increased knowledge and improved attitudes around bullying, coping skills, suicide, substance abuse, risk factors and increased protective factors related to suicide and substance abuse. It also promoted relationships with parents and teachers.

Amount: $15,000
Funder: Smithville Foundation

SECOND STEPS PROGRAM

Expanded the services available to include evidence based behavioral health training and curriculum for Mooresville students and staff called Second Steps, which aims to decrease risk factors associated with bullying, risk for self-harm, substance and alcohol abuse/misuse, trauma, and neglect.

Amount: $90,981
Funder: Kendrick Foundation

SUPPORTED HOUSING SERVICES

Three grants awarded by HUD bring housing resources to homeless persons, linking them to needed behavioral health and primary care services.

Amount: $314,569
Funder: Department of Housing and Urban Development
SCHOOL-BASED SERVICES

Our School-Based services provide behavioral health support to students in schools throughout central Indiana. Because each student is unique, our programs are designed to encourage each child’s strengths, and support their challenges.

We also have School-Based employees in six Marion County charter schools, the Cristo Rey Network in Indianapolis, Head Start in Franklin and Columbus, Earlywood Education Center in Johnson County, and Southside Special Services of Marion County.

SCHOOL DISTRICT/CORP
- Beech Grove City
- Charter School
- Clark Pleasant Community School Corp
- Edinburgh Community Schools
- Franklin Community School Corp
- Franklin Township Corp
- Greenwood School Corp
- Head Start
- IPS
- Johnson County Special Services
- Metropolitan School District of Martinsville
- Monroe County Community School Corp
- Mooresville Consolidated School Corp.
- Ninveh Hensley Jackson
- Perry Township School Corp
- Richland Bean Blossom Community School Corp*
- Shelbyville Central Schools*
- Southside Special Services of Marion County
- Spencer-Owen Community Schools*
- Wayne Township
* New school districts

STRENGTH IN NUMBERS

We helped 3,769 students excel in 121 area schools.
FINANCIAL PROFILE & CLIENT DEMOGRAPHICS

GROWTH TO BETTER MEET COMMUNITY NEEDS

UNDUPLICATED CLIENT COUNT

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Client Count</th>
</tr>
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<tbody>
<tr>
<td>FY 2017-18</td>
<td>10,815</td>
</tr>
<tr>
<td>FY 2018-19</td>
<td>15,831</td>
</tr>
<tr>
<td>FY 2019-20</td>
<td>17,747</td>
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PRIMARY CARE VISITS

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017-18</td>
<td>3,865</td>
</tr>
<tr>
<td>FY 2018-19</td>
<td>5,732</td>
</tr>
<tr>
<td>FY 2019-20</td>
<td>7,329</td>
</tr>
</tbody>
</table>

ADDICTION SERVICES

- **212** Intensive Outpatient Client Count

MENTAL HEALTH COUNSELING VISITS

- **88,934** Number of visits: FY 2017-18
- **91,678** Number of visits: FY 2018-19
- **103,440** Number of visits: FY 2019-20

NUMBER OF VISITS PROVIDED BY TYPE

- 23% Skills
- 12% Behavioral Health Therapy
- 2% Psychiatric
- 2% Primary Care Therapy
- 1% Primary Care
- 1% Addiction
- 57% Other

CLIENTS BY BEHAVIORAL HEALTH/PRIMARY CARE

- 60% Behavioral Health
- 16.4 Primary Care
- 23.6% Both
### SERVICE HOURS PROVIDED
- 56.3% Marion Co.
- 30.8% Johnson Co.
- 5.8% Morgan Co.
- 1.8% Bartholomew Co.
- 5.3% Other

### CLIENT BY BIRTH GENDER
- 48% Female
- 46.1% Male
- 5.9% Choose not to disclose

### CLIENT BY RACE
- 62.2% White
- 17.6% Unknown
- 14% Black/African American
- 1.6% Bi-Racial
- 2% Other Single Race
- 1.4% Asian
- 1.4% Patient Declined
- 0.2% American Indian
- 0.1% Hawaiian/Pacific Islander

### CLIENT BY AGE GROUP
- 2.1% 0-5
- 23% 6-12
- 13.7% 13-17
- 40.2% 18-44
- 17.7% 45-65
- 3.4% 65+

### CLIENT RESIDENCY BY COUNTY
- 52.6% Marion Co.
- 21.8% Johnson Co.
- 16.5% Unknown
- 4.0% Morgan Co.
- 1.9% Bartholomew Co.
- 1.2% Shelby Co.
- 2% Other

### CLIENTS SERVED BY COUNTY
- Marion Co.: 9,182
- Johnson Co.: 3,800
- Unknown: 2,885
- Morgan Co.: 706
- Bartholomew Co.: 333
- Shelby Co.: 208
- Monroe Co.: 175
- Other: 170
Clients improved their job skills via our JobLinks Program:

Number of persons served who reported homelessness:

371

49.7% Medicaid
10.5% State Contracts
5.1% Grants
3.3% Commercial Insurance
1.8% Medicare
1.2% Self-Pay
28.4% Other

REVENUE BY CATEGORY

EXPENSES

61% Salaries/Wages
10% Benefits
29% Other Expenses

TOTAL OPERATING REVENUE
Our Locations

222 E. Ohio St. Indianapolis, IN 46204
8320 Madison Ave. Indianapolis, IN 46227
603 E. Washington St. Indianapolis, IN 46204
8404 Siear Terrace Indianapolis, IN 46227

234 E. Southern Ave. Indianapolis, IN 46225
1860 Northwood Plaza Franklin, IN 46131
3920 E. 25th St. Columbus, IN 47203
6001 U.S. 31 Whiteland, IN 46184

adultandchild.org