Health and Hospital Corporation of Marion County

Indianapolis, Indiana MSA

Encompasses Marion County and the seven contiguous counties
(Boone, Hancock, Hamilton, Hendricks, Johnson, Morgan, and Shelby Counties)

OPERATIONAL

The metropolitan Indianapolis safety net system was described in a December 2008 safety net assessment report as fragmented and often operating within organizational silos. Safety net members include:

- Nonprofit and public hospitals
- Wishard Memorial Hospital is the largest safety net hospital
- Nine CHCs (3 with dental), eight run by Wishard, one by St. Francis Hospital
- 14 FQHCs (eight run by HealthNet, affiliated with Clarian Health, but Clarian Health does not provide general operating support for HealthNet's FQHCs)
- 16 Free Clinics (many of which are faith-based)
- Three federally funded Community Mental Health Clinics
- 75 of Marion County's 221 public schools have nonprofit school-based clinics called "Learning Well," mostly funded through local private foundations but also includes funding from the Health and Hospital Corporation of Marion County, the Indiana State Department of Health, United Way, and others.
  - School clinics provide health care services to 37% of Indianapolis Public School Corporation (IPS) students, via 205,384 visits during the 2006–2007 school year.
  - Some Learning Well clinics offer extended hours for parents (billed) of school children.
  - Staffed and equipped (partial, in-kind donations) by local hospital systems (Community, St. Francis, St. Vincent, Wishard), FQHCs (Citizens, HealthNet, Shalom), and the Marion County Health Department.
- Six of the eight county LPHDs have a clinic that offers services on at least one day per week. Marion County has seven such clinics, while Shelby County has none. LPHD service fees are provided on a sliding-scale fee basis or are provided free for low-income residents. A service commonly offered at LPHD clinics is vaccination against preventable
- Ryan White HIV clinics
- Marion County Health Department Community-Based Care delivers personal service programs directly to neighborhoods and provides immunizations, flu shots, tuberculosis testing and medication, blood pressure checks, head lice screening and education, pregnancy tests, health education and referral services.

HEALTH AND HOSPITAL CORPORATION OF MARION COUNTY

- Operates the Marion County Health Department and Wishard Memorial Hospital and its health services.
- Runs Health Advantage Program, a managed care organization for low-income residents.
  - Has statutory authority as a municipal corporation to levy tax dollars. HHC utilizes its tax dollars to fund its services and the Health Advantage Program.
- The corporation is governed by a seven-member Board of Trustees, whose members are appointed by the Mayor of Indianapolis, the City-County Council and the County Commissioners. Board members are appointed to four-year terms.

MORE ABOUT WISHARD MEMORIAL HOSPITAL (WISHARD HEALTH SERVICES)

- One of the five largest safety-net health care systems in the country.
- One of only two hospitals (other is Clarian Health) meeting threshold to get DSH dollars.
- Indiana's largest provider of indigent primary care, specialty care, mental health services and low-cost pharmaceuticals.
- Accredited by the Joint Commission on Accreditation of Healthcare Organizations.
- Affiliated with the Indiana University School of Medicine, Ivy Tech Community College, and the Purdue School of Pharmacy.
  - IU School of Medicine physicians are not employees of Wishard Health Services but care for Wishard patients through the group practice plans of IU Medical Group—Primary Care and IU Medical Group—Specialty Care. Data not readily available on other affiliation arrangements.
- Has a jail unit.
- Includes eight of the nine area CHCs—the other is operated by St. Francis Hospital.
- Fundraising arm is Wishard Foundation, established in 1985 as a 501(c)(3), not-for-profit corporation.

AREAS OF FOCUS/SPECIALTY

- Includes the Indiana University Level I Trauma Center
- Center for Youth and Adults with Conditions of Childhood
- Richard M. Fairbanks Burn Center at Wishard
- Lockefield Village Rehabilitation and Healthcare Center
- IU National Center of Excellence in Women's Health
- Midtown Community Mental Health Center

Wishard Patient Volume Data not readily available other than:

- Inpatient Beds.....licensed) 473 and (staffed) 26
- Adult ICU.....12
- Surgery/Trauma ICU 8
- Burn Unit.....8
- Progressive ICU (step down).....29
- Special Care Nursery 16
- Annual admissions.....22,293 (5,200 ICU admissions)
- ED annual census for 2006..... 108,863
- Admissions 11,786
- Critical care admissions ..... 4,409 (58% from ED)
- Burn Unit Admissions.....378
- Pediatric patients in ED.....5,497
- Patients seen in the Pediatric Urgent Care 34,545
- Patients seen in the Womens' Visit Center 17,953
- Total Rooms 79
- Urgent Visit Center.....11
- Holding Room (prisoners).....13 (4 monitored)
- General exam rooms 17
- Ortho rooms.....1
- Ambulance Triage ("AT").....20
- Observation Area (monitored).....14
- Shock Rooms.....4

Wishard Staffing Data not readily available.

More on the FQHCs, CHCs, and Free Clinics Providing Primary Care Services, by County (from the December 2008 Safety Net Assessment Report)

- All of the Metropolitan Indianapolis CHCs are located in Marion County.
- 11 of the 13 Metropolitan Indianapolis FQHCs are located in Marion County.
- FQHC and CHCs cared for a total of 185,272 patients, with two-thirds of these patients seen in CHC settings, 2006, the Indiana Primary Health Care Association (IPHCA).

- In 2006, CHCs reported that one-fifth of their clients were uninsured and 27% were Medicaid-eligible.
- Annual patient growth in CHCs has averaged 9% 2004–2008.
- 16 FQHCs and CHCs differed in their major payer sources, and composition of their service populations. FQHCs had proportionally more Medicaid and uninsured clients, while the CHCs had more local and Medicare funding.
- CHCs also had proportionally more black and Hispanic patients, and fewer persons in the working age group of 20–64.

FINANCIALS

Health Advantage Program

- Health & Hospital Corporation of Marion County pays a $10 monthly capitation payment to the local health center or health care entity responsible for enrollment.
- Provides access to inpatient and specialty care at Wishard Hospital.
- As of 2008: ~60,000 enrollees 20+ participating providers, including FQHCs and the Indiana University Medical Group (IUMG)

Eligibility

- Marion County residents with incomes at or below 200% of the Federal Poverty Level (FPL).
- Do not qualify for any other assistance programs or commercial insurance.

Project Health

- Coordinates specialty care referrals for patients with incomes below 300% of the FPL to volunteer medical specialists at local hospitals.
- Participating hospitals: Clarian, Community, St. Vincent, Indiana Heart Hospital, and Rehabilitation Hospital of Indiana. Works on ED visit reduction.
- 1,300+ enrollees.

Healthcare Access Collaborative

Participating organizations: Eight of the local area FQHCs, CHCs, Free Clinics and supplemental safety net providers not operated by or affiliated with hospital systems to share practice information, discuss best practices, coordinate resources, and collaborate on grant applications.

Hoosier Healthwise, Aged/Blind/Disabled, and Healthy Indiana Plan (HIP) are other Indiana programs that receive direct Medicaid payments.

SIMILARITIES TO NASHVILLE

- Appears to have similar racial dynamics within the safety net system (e.g., racial disparities among those at FQHCs vs. CHCs is probably mirrored among the hospitals as well).
- Linked to teaching institution.
- Linked to county government.
- Does not include FQHCs (but includes CHCs).
- Includes care for prisoners (although this program seems to be its own 'unit').

DIFFERENCES FROM NASHVILLE

- Run by Executive Director reporting to county board of health.
- Receives tax revenue to support.
- Is allowed to issue bonds to support current and future needs.
- Includes community health centers within its model of care.
- Appears to have more publicly funded options, including the managed care program, taxing authority, and DSH dollars.

OTHER NOTABLE FACTS/ISSUES

Much of the FQHC and other safety net data included in this summary sheet came from a December 2008 report by the Marion County Health Department funded by a local foundation called "The Healthcare Safety net of Metropolitan Indianapolis," by Dr. Millicent Fleming-Moran, et al. This report includes an excellent description of the safety net, its players, and its participants, and should be reviewed in advance of any other in-depth research interviews.

- Wishard is gearing up for a November 2009 bond measure ($613-$604 million) to replace and re-locate its facility near the Indiana-Purdue University-shared Indianapolis campus.
- Indiana has a Hospital Care for the Indigent Program (HIP), a statewide tax (formerly county-based) used to help fund DSH and UPL.
- DSH and Upper Payment Limit (UPL) funds make up a major portion of total income for Wishard and Clarian Health hospitals. These funds have been partially diverted for the state's Healthy Indiana Plan (HIP), restricted by hospital-specific caps, and are now more widely shared among hospitals. These cuts represent a very significant financial threat to Metropolitan Indianapolis safety net inpatient care providers.