



2017 Annual Report



Individuals pictured are models and are used for illustrative purposes only.

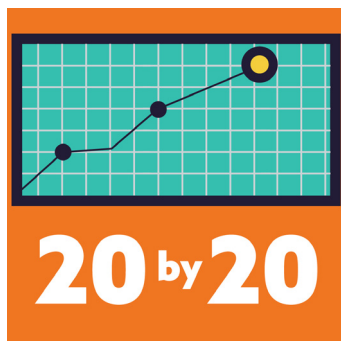




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## Board of Directors

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**John Demaree**

Collier's International

### BOARD VICE CHAIR

**Amy Matthews**

Church Church Hittle & Antrim

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Anderson University

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**Trent Scott**, Advanced Renewal Performance LLC

**James Ward**, Retired, Ward's Awning

**Donna Yancey**, PhD, School of Nursing Professional, NAMI Member

## Executive Staff

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**C. Richard DeHaven**, President Emeritus

**Barbara Scott**, President & CEO

**Craig Baird**, CFO

**Dr. Betsy Rosiek**, M.D., VP Medical Services/Medical Director

**Dr. Jody Horstman**, CCO

**David Speicher**, CTO

**Jerry Landers**, CDO

**Jim Skeel**, VP, Quality

**Janey Trout**, VP, Human Resources and Marketing

## Message to the Community

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Aspire continues to keep its doors wide open as we celebrate the successes of our past fiscal year 2017, and continue to have our eyes fixed forward toward the new fiscal year 2018. In FY 17, we said thank you and farewell to Rich DeHaven as he retired after many years of leadership with our organization. The board of directors is confident that Barbara Scott, as our new President and CEO, is well prepared to lead Aspire into the future. Our plans for growth and building a high performing organization are now very much underway.

Through this annual report which covers fiscal year 2017, you will hear about our continued provision of behavioral health and primary care that offer whole health to the people we serve in areas that traditionally only had behavioral health coverage. We are so confident that our workforce is able to embrace the integrated care model, that we have identified big, hairy audacious goals, or BHAGS, that are closely connected to our integrated care plans. What are our BHAGS? They are mighty goals that we have claimed as our steps to providing the best healthcare to the people we serve. First, the BHAG of 100 in 3, means that in order to have safe, secure health information, we will become a 100% cloud-based organization by the year 2019. We also have a zero suicide BHAG to embrace or "0 after 5". We will have zero suicides in Aspire services by the year 2021. We also have a goal called 10 in 10. We want to help the people we serve who have a serious mental illness live 10 years longer than they have historically by helping them manage their illness and find motivation to change by the year 2026. Finally, our commitment to integrated healthcare is going to thrive with the goal, 20 by 20. We will see 20,000 unduplicated client visits by the year 2020.

We are so excited at Aspire to have a workforce that is talented, focused and determined to provide excellent care to everyone that comes to see us. Our workforce is the heart of our organization. As we build and grow our whole health model for the people we serve, we recognize that no single person or department can make these changes on their own. Our mission statement continues to resonate that it is only through being, "Together... making health and well-being a reality" will allow us to meet our goals and most importantly to serve the people who come to us for the best care possible.



**John Demaree**  
Board Chair



## What are Big Hairy Audacious Goals (BHAGs)?

Barbara Scott, President and CEO of Aspire Indiana, discusses how Aspire is approaching the challenges of behavioral and primary care by thinking bigger about setting goals to help our communities in the coming years.

## Our Mission

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Together...  
making health and well-being a reality!

## Our Vision

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To be a recognized leader in healthcare transformation and an employer of choice: redefining excellence and innovation in our communities.



## Access Engagement Center

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We are always looking for ways to enhance and improve the experience of those we serve and in that spirit, we created a new Access Engagement Center in the Spring of 2016. Now our Access and Crisis teams work side by side in the Access Engagement Center at our Carmel location. By co-locating Access and Crisis, we are able to better utilize staff and streamline services.

The Access Engagement Team coordinates all first time visit scheduling with our broad array of resources and services. Access team members also have extensive knowledge about costs, locations, and Aspire providers. We are working to further improve Access services by increasing our Access Engagement Specialist staff, utilizing a centralized scheduling system, upgrading our phone system, and providing specialized training to Access staff.

The Crisis Team provides 24-hour crisis intervention, assessment, and referrals for individuals, families, and communities experiencing mental health and/or substance abuse related emergencies. The Crisis Team works closely with first responders in all of the central Indiana communities served by Aspire and participated in the training of approximately 100 first responders in 2017.

### **Access**

Total Number of Calls: 36,486

Total Requests for Treatment: 9,910

### **Crisis**

Phone Contacts: 18,069

Evaluations:

Adult: 397

Youth: 105

Total: 502

Urgent Intakes: 2,043

Post Inpatient Outreach Calls: 893

### **Police Initiated Evaluations**

Adult: 488

Youth: 145

Total: 633





## Behavioral Services

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Aspire's goal of having zero suicides among those we serve by 2021.

There is no "one size fits all" approach when it comes to behavioral healthcare and at Aspire Indiana, we offer a wide range of care providers, treatment approaches, and services to meet the needs of all of the individuals and families that we serve. We create individualized care plans for children through the elderly, each adapted to help restore health and well-being no matter what the level of need or ability to pay.

In 2017, many of Aspire's behavioral healthcare providers adopted and contributed to ACORN, a collaborative outcomes resource network aimed at delivering highly effective outpatient programs by practicing patient feedback informed treatment. Several of our providers achieved ACORN certifications of excellence, meaning that their therapy outcomes were as good or better than those achieved in successful behavioral health research trials.

Aspire added the myStrength digital app to many of its treatment protocols in 2017. Our myStrength program gives those we serve free use of a tool that provides self-help techniques, reminders, and encouragement to keep them on track in their recovery.

Aspire's team of clinical social workers, staff psychologists and psychiatrists, life skills instructors, care coordinators, and recovery support coaches work in a variety of outpatient, group home, and community settings to implement our services. Aspire works tirelessly to improve the health and well-being of our central Indiana communities each and every day!



## Integrated Care

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Aspire Indiana helped launch a primary health-care partner organization in 2016 with the aim of fulfilling our overarching goal of 10 in 10, or extending the lifespan of our patient base with serious mental illness by ten years within ten years. Now, that partner organization is a federally qualified health care agency called Aspire Indiana Health, which served over 2,700 individuals in 2017 at its locations in Hamilton, Madison, and Marion Counties.

By working together at one location, Aspire Indiana and Aspire Indiana Health are the full realization of integrated care. We are leading the way when it comes to whole person health and we are improving life expectancy among those we serve by helping to manage acute and chronic primary health concerns. Aspire Indiana Health also offers screening for a wide variety of health conditions, physical exams for adults and children, immunizations, smoking cessation programs, HIV testing and care coordination, and various other primary health needs.

In May 2017, Aspire Indiana and Aspire Indiana Health together were certified by the Indiana Division of Mental Health and Addictions as Integrated Care Entities (ICE) at locations in Anderson and Elwood. The certifications made Aspire the first agency in Indiana to be awarded ICE Certification at multiple sites.

In today's healthcare marketplace, policy-makers, practitioners, payers, and patients are looking for outcomes-based high quality care and services at more affordable costs. Integrated care like that offered at Aspire Indiana and Aspire Indiana Health is the most efficient and effective way to manage all the demands of the ever-changing healthcare landscape.





## Aspire's Philosophy Statement for Substance Use Disorders Treatment

At Aspire, we believe that substance use disorders are medical conditions which are chronic in nature, tend to get worse if untreated, and can be fatal over time. We also believe that individualized treatment which addresses the strengths, needs, and co-occurring behavioral health concerns of the individual provides the best hope for long-term management of this problem. We are committed to using state-of-the-art treatment modalities that are evidence-based, including medication assisted treatments, to address the needs of individuals and their families. We also believe that with proper treatment, individuals can successfully move away from addiction and move forward in their lives.



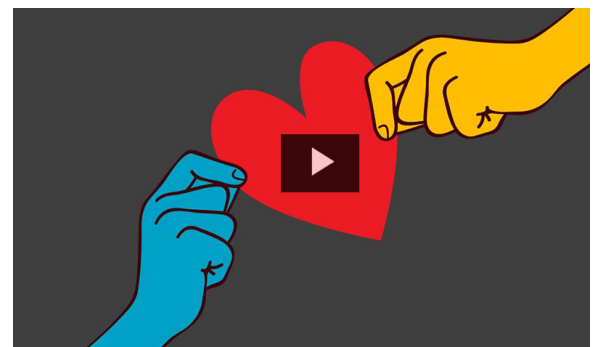
Aspire's goal of providing services to individuals with serious mental illness that will increase their life expectancy by 10 years by 2026.

## Addiction Services

Substance abuse disorders are possibly the greatest challenge facing healthcare in the United States today. In 2017, Aspire's addiction recovery teams increased and adapted services to meet the ever-increasing demand for comprehensive treatment aimed at lasting recovery. Our services providers saw 23% more clients in 2017 compared to the previous year, increasing from 3,200 individuals in 2016 to 3,936.

Our new extended outpatient program (EOP) was rolled out in 2017, providing longer term treatment to those we serve and more interaction with Therapists, Recovery Coaches and Peer Recovery Specialists. Peer interactions, or counseling by those in recovery themselves, are known to be extremely effective in helping to maintain long-term recovery from substance abuse. Family counseling, group therapy, medication assisted treatment, and the mobile self-help resource myStrength can also be included in addiction treatment plans at Aspire.

In addition, our team of addiction treatment specialists are regularly out in the community working with law enforcement and probation agencies as well as educating the public about addiction treatment modalities and Aspire Addiction Services.



## Peer Specialist Roles at Aspire Indiana

What role does a Peer Specialist play in the recovery of others experiencing mental illness and addiction issues? Watch the video to learn more.



## Affordable Housing & Employment Programs

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Two major elements of overall health and well-being are housing and employment and at Aspire Indiana, we have programs that dive deep into both. We assess and address the most basic needs of those we serve in order to help them sustain long term recovery from mental illness and substance abuse disorders.

Aspire Indiana's Affordable Housing Program serves a variety of different populations in central Indiana and continues to be one of the largest housing programs in the state administered by a behavioral health center. With over 300 units, this program provides individual and family services for veterans, those with an HIV diagnosis, the physically handicapped, the seriously mentally ill, and the recently homeless or those at risk of homelessness. Aspire's Affordable Housing also provides low and moderate income housing opportunities to eligible individuals and families at locations in Boone and Madison counties.

In addition, our program includes permanent supportive housing, or group homes, in Hamilton, Madison and Marion counties. We also have the only group home in the state for deaf individuals with serious mental illness. All of our permanent supportive housing is staffed 24/7 every day of the year. Contributions from our 2017 Care to Share annual giving campaign provided nearly \$10,000 to assist those in our housing programs.

Through our Vocational Services and Indiana Works programs, Aspire helped 61 individuals find employment in 2017, many at higher wage rates than state averages for vocational rehabilitation programs. These successful job placements decreased state healthcare costs and contributed over \$1M to the state's tax base. Job skills and counseling services provided through Indiana Works helped eligible individuals with mental illness and/or physical disability join the workforce without risk of losing vital benefits and services.



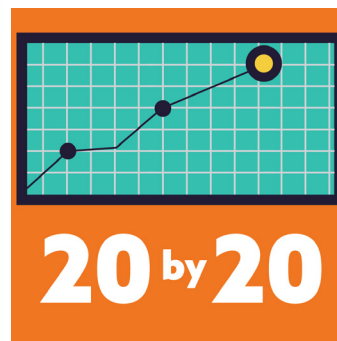
## Aspire's Annual Campaign

**care to share**

Aspire Indiana Annual Campaign

Aspire Indiana provides over 300 affordable housing units to

individuals and families recovering from mental illness, addiction, and abuse in Boone, Hamilton, and Madison counties. Giving those in recovery a helping hand in re-establishing self sufficiency is a meaningful way to give back to your community.



Aspire's goal of serving 20,000 different individuals by 2020.





## Deaf Services

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All of the services at Aspire Indiana are available for deaf and hard of hearing individuals. Our Deaf Services team is based out of our Willowbrook building in Indianapolis, but we can provide services at any of our locations. Services are provided in a variety of methods to best suit the individual or family and include American Sign Language, Tactile Sign Language, English Sign Language, Sign Supported Speech, and Spoken English. In addition, Aspire Indiana is the only behavioral healthcare provider in the state with a group home for deaf individuals with serious mental illness. The group home, called Sunshine House, is staffed 24/7 by life skills coaches, providing a structured environment and life skills training in areas of daily living, personal hygiene, budgeting, and leisure and community activities. In 2017, Aspire also provided a team of behavioral health specialists who worked with the Indiana School for the Deaf.



## Join our team at Aspire Indiana Deaf Services

Ryan Turner, Quality Improvement and Training Assistant for Aspire Deaf Services, talks about the opportunities to grow and advance at Aspire Indiana.

## Kids Talk

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For an abused child, having to tell stories of physical and sexual abuse and neglect over and over again adds significantly to the trauma of what has happened to them. At Kids Talk, Aspire's Child Advocacy Center in Madison County, our professionals use forensic interview techniques in a child friendly environment so that victimized children only have to tell their story once. Children and their non-offending family members can be connected with Aspire's full range of services immediately. By working closely with law enforcement, the Madison County Prosecutor's Office, and the Department of Child Services, Kids Talk streamlines the abuse reporting and justice processes.

Cases of child abuse and neglect continued to climb in 2017 and social services agencies across the state worked tirelessly to meet demands due to this sad fact. Kid's Talk handled a significant increase in its caseload this year, serving 763 children and their families, compared to 559 in 2016. In addition to conducting forensic interviews, our Kids Talk team members serve as advocates for abused, neglected, and at-risk children, speaking up for them when no one else can or will.

Kids Talk also launched abuse prevention programs in 2017, presenting body safety information to almost 12,000 students in grades K through 12 at Madison and Tipton county schools. These prevention programs provide an opportunity for children to confidentially disclose information about abuse and neglect and resulted in 116 reports to the Department of Child Services in 2017.

The tremendous success of Kids Talk paved the way for two milestone events for the agency in 2017. In January, Kids Talk was certified by the National Children's Alliance as an accredited Child Advocacy Center and in March, Kids Talk moved into a new and expanded facility in Anderson, Indiana.



## Stand Up For Kids!

On September 9, 2017, a record-breaking crowd of 370 filled the ballroom of the historic Paramount Theatre in Anderson for Kids Talk's 3rd Annual Stand Up For Kids fundraiser.

The headline comedy act was top Indiana comedian Dave Dugan, known for his self-deprecating sense of



humor and his observations about everyday life. John Branyan provided more professional level entertainment with his witty humor and his hilarious Shakespearean rendition of The Three Pigs.

Money raised at Stand Up For Kids will be used to provide free advocacy and forensic

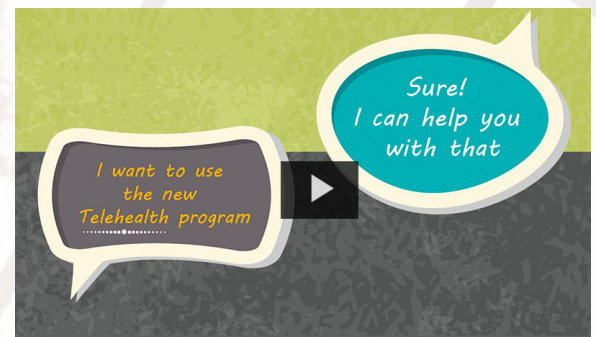
interview services to children who are abused and neglected or are at risk in Madison County. Kids Talk's prevention programs for elementary and high school students will also be funded by proceeds from the event.





## School-based Services

Aspire serves the behavioral health needs of children and youths through our school-based programs in Boone, Hamilton, and Madison Counties. Our team of over 20 direct service staff work with children and their families in school settings, as well as in the home and the community. Services provided include therapy, skills training, and case management, as well as medication management and referrals for primary care. Aspire school-based services are provided during all 12 months of the year, regardless of school seasonal schedules. Our school-based programs are growing and currently serve 33 schools across seven school districts to include Frankton, Elwood, Zionsville, Noblesville, Westfield, Carmel, and Hamilton Heights. Children often cannot access behavioral health and other services outside of their school or home, and so Aspire takes the services to them in order to meet these essential needs.



## Aspire Indiana brings telehealth to school!

Aspire Indiana brings telehealth mental health counseling to students at Elwood schools in Madison County, the first such program in the state.

## Human Resources & Marketing

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Aspire Indiana's Human Resources and Marketing Departments work behind the scenes to make sure that our workforce is well-trained and appreciated for all of the hard work that they do on behalf of those we serve. Our Human Resources staff and our small but nimble Marketing Team provide internal support to virtually every department at Aspire.

In 2017, the Human Resources team maintained a high-quality workforce of about 500 employees and developed new programs aimed at improving the overall well-being of our valued staff. Our Aspire benefits package has evolved into one of the best staff offerings in the behavioral healthcare industry and includes a 6% match on individual retirement plan funding, competitive pay rates, affordable health insurance plans, and generous paid time off. Through the Aspire Employee Engagement Committee, new programs have been developed to recognize and reward the dedicated people who make Aspire Indiana successful. These programs include the Way to Go initiative and our new Pacers VIP and Symphony on the Prairie programs.

The Marketing Department created a new identity for itself in 2017, playing a dual role in implementing some Human Resources programs while also working on Aspire business development and keeping our service communities up to date on all of the organization's many activities. Marketing continues to work on new and improved communication strategies, including increased and enhanced internal communication channels among staff, leadership, and the executive team.



## Information Systems

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In an ever-changing world of technology and emerging security threats, Aspire has positioned itself to stay ahead of the industry. To do this, we set a goal in 2017 to become 100% cloud-based within three years. In just one year, we are 69% of the way there, reducing our local servers from 103 in 2016 to just 32 in 2017.

Cloud-based information systems and technologies better serve healthcare providers in a myriad of ways, including vastly improved accessibility of medical archives and records and streamlined collaboration among multiple care providers. Most importantly, cloud-based healthcare technology systems provide far better security for patient medical information.

Being cloud-based also means that our staff can communicate and collaborate from any location at any time, saving time and resources to the benefit of all. We are proud to be a leader in cloud-based healthcare technology in central Indiana.



Aspire's goal of becoming a 100% cloud-based organization by 2019.



## Financials

### REVENUE

Net Client Service Revenue .....	\$ 14,388,210
Government/Grants.....	\$ 11,498,431
County Funding .....	\$ 3,920,703
Interest & Dividend Income .....	\$ 572,887
Contributions .....	\$ 44,822
Project, Program & Subcontract Revenue .....	\$ 936,646
Other.....	\$ 703,520
Net Rental Revenue .....	\$ 574,924
Total Revenue .....	\$ 32,640,143

### EXPENSE

Mental Health/Substance Abuse/Recovery.....	\$ 27,876,379
Housing.....	\$ 2,719,294
Employment Services .....	\$ 1,390,393
Total Expenses.....	\$ 31,986,066
Future Growth before Investment Gains/(Losses). \$	654,077
Charity Care & Allowance .....	\$ 6,680,032



### AGES SERVED

2439	0-17
1290	18-24
3645	25-44
2456	45-64
759	65+



### GENDERS SERVED

5575	FEMALE
5005	MALE
9	UNSPECIFIED



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