

**RFS 24-77045 BUSINESS PROPOSAL
ATTACHMENT C**

**Instructions: Please provide answers in the shaded areas to all questions.
Reference all attachments in the shaded area.**

Business Proposal

2.3.1 Respondent's Organizational Structure - Please include in this section the legal form of the Respondent's organization, the state in which it is formed (accompanied by a certificate of authority), the types of ventures in which the organization is involved, and a chart of the organization. Please enter your response below and indicate if any attachments are included.

The Health & Hospital Corporation of Marion County is a municipal corporation established by Indiana code 16-22-8. The Health & Hospital Corporation of Marion County ("HHC") d/b/a Eskenazi Health serves as the public hospital division. The Sandra Eskenazi Mental Health Center ("Sandra Eskenazi MHC") is a division of Eskenazi Health. An organizational chart including HHC's corporate structure and the structure of Sandra Eskenazi MHC has been included as an attachment.

2.3.2 Respondent's Diversity, Equity and Inclusion Information - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic composition of Respondents' Executive Staff and Board Members, if applicable.

Sandra Eskenazi MHC, a division of Eskenazi Health (EH) and HHC, aligns its diversity, equity, and inclusion ("DEI") initiatives with the global DEI initiatives of HHC and the John and Kathy Ackerman Mental Health Professional Development Center ("Ackerman Center"). Sandra Eskenazi MHC's DEI initiatives have been components of an overall prioritization of DEI within the corporation since 2020.

In 2020, HHC hired Angela Smith Jones to serve as Vice President of Diversity & Inclusion with a priority task of aligning the DEI initiatives of all HHC divisions. As part of this effort, Ms. Smith Jones identified and evaluated a DEI consulting partner to assess needs and assist with workplace solutions. In her role, Ms. Smith Jones continues to oversee the strategic implementation of diversity, equity, and inclusion across all entities of HHC, including EH (including Sandra Eskenazi MHC), Indianapolis Emergency Medical Services and Marion County Public Health Department, to ensure that all employees, patients, clients, and vendors feel welcome and valued.

EH previously took steps to promote diversity and inclusion through the EH Diversity and Inclusion Council, employee resource groups ("ERGs"), a written periodic series called "Rapid Reads," a guest speaker series open to all HHC employees called "Diversity Today," as well as several events and celebrations to raise awareness, share information, and promote engagement with religious, ethnic, and cultural observances throughout the year. Since 2019, Sandra Eskenazi MHC maintains consistent representation at the Diversity and Inclusion Council.

By the end of 2021, and after a thoughtful and thorough vetting process, Ms. Smith

Jones and HHC selected Inclusivity™ as our corporate partner to provide assessments, strategic support, and training to create and sustain an inclusive-first culture. Inclusivity™ was selected, in part, for their track record of helping organizations build productive and collaborative environments in which all individuals are valued for their unique contributions. HHC believes that by focusing on and leading with an inclusion-focused approach, diversity and equity will thrive. The focus of the partnership with Inclusivity™ and DEI initiatives has been cultural change, management, and leadership development.

In 2022, Inclusivity™ began their assessment process, which relies on qualitative and quantitative data to form a comprehensive picture of an organization's existing culture and needs. In January 2022, an Inclusivity™ facilitator conducted one-on-one interviews with leaders, followed by approximately 60 focus groups of EH employees starting in March 2022. After the data collection, Inclusivity™ analyzed the information to identify trends, strengths, and needs, and HHC received baseline data that outlines the diversity amongst members of the workforce (i.e., ethnicity, gender, and hierarchical level within the organization). Toward the end of 2022, Inclusivity™ shared recommendations to guide HHC's development of a strategic approach to inclusion and equity touching on a wide range of DEI focus areas including ERGs, pay, leadership, career ladders, utilization of a hotline, and representation.

Throughout 2023 EH has utilized insights gained from the assessment process to:

- Develop questions focused on inclusive behavior to be added to the upcoming EH performance appraisal form;
- Provide one year of inclusive leadership training 2023 for leaders and diversity and inclusion council members;
- Build upon EH's established Diversity and Inclusion Council by bolstering efforts to increase membership targets of the council and conducting interviews to select the best fit for council membership;
- Continue the focus on inclusion by renaming the Diversity and Inclusion Council the Inclusion Council;
- Develop a three-year strategic plan for DEI work; and
- Continue the review of EH-wide policies with special attention toward inclusion, equity, and diversity, focusing on any possible disparate impacts on any worker.

In early 2023, Sandra Eskenazi MHC developed the Ackerman Center to focus on all aspects of the employee lifecycle. This resulted in a full-cycle recruiting approach alongside an operational focus on diversity and inclusion efforts for all of Sandra Eskenazi MHC's workforce. In September 2023, a member of the EH Inclusion Council was named Director to oversee the Ackerman Center, increase support for the program, and develop partnerships.

The Ackerman Center Director nominated two direct reports to increase Sandra Eskenazi MHC's representation on the Inclusion Council while replacing her seat on the Inclusion Council. This move offered new professionals who valued diversity in the workplace an opportunity to grow while also increasing diverse representation on the Council. Since May 2023, one talent acquisition consultant has represented Sandra Eskenazi MHC on the Inclusion Council alongside the Office Operations Coordinator (OOC). The OOC is responsible for overseeing Sandra Eskenazi MHC policies,

onboarding new hires, and overseeing Sandra Eskenazi MHC's professional licensure committee, which helps ensure a DEI lens is applied to the most important facets impacting the employee experience.

Additionally, policy development and review at Sandra Eskenazi MHC has consistently been conducted through the lens of inclusion, in part due to the structure of Sandra Eskenazi MHC's Policy Committee and Sandra Eskenazi MHC's policy review, feedback, and revision process. This became a more intentional focus with the addition of Sandra Eskenazi MHC's HR Business Partner to Sandra Eskenazi MHC's Policy Committee in 2020. Since then, the OOC, as the leader and facilitator of Sandra Eskenazi MHC's Policy Committee, has received additional coaching and development on policies and application of an inclusive lens.

Recently, the Ackerman Center has taken steps to increase representation of individuals of color in mental health careers through a grant proposal submitted in partnership with the Eskenazi Health Foundation. If awarded, funding will be used to hire a full-time dedicated talent acquisition partner to focus on recruitment and community outreach, support, and early workforce development from diverse communities.

The Ackerman Center continues to review and identify focused goals from the community needs assessment relative to the current state of ethnicity, age, and gender diversity that is reflective of the population Sandra Eskenazi MHC serves. Sandra Eskenazi MHC also intends to hire a role that will focus on talent acquisition and support data collection and reporting of employees and candidates to allow us to better track demographic trends of both employees and job applicants.

IHHC and EH initiatives slated for 2024 include:

- Addition of new ERGs. EH currently has 4 ERGs:
 - Spark, for first-year employees
 - F.U.E.L., for young professionals and early career employees
 - Spectrum, for LGBTQ+ employees
 - Veterans for military service members and veterans
- Addition of mentoring programs to supplement and assist in advancing/promoting internal workforce;
- Continued review of policies by a representative of the Inclusion Council;
- Review and possible addition of questions for the performance appraisal;
- Recruitment of a DEI director that will report to Angela Smith Jones at HHC to further support implementation of the strategic plan; and
- Work to further align with HHC's strategic plan and cascade some of the initiatives to HHC divisions through the Inclusion Council.

Demographics Composition

Sandra Eskenazi Mental Health Executive Team

Sandra Eskenazi MHC's executive team consists of seven staff. Of these members, one individual identifies as Asian, and six individuals identify as White/Non-Hispanic. Three staff members identify as female, and four members identify as male. Three staff members are in the 29-43 age group ascribed to the Millennial Generation and four staff members are in the 44-58 age group ascribed to Generation X (based on generational definitions from University of Southern California).

The Health & Hospital Corporation of Marion County Board of Directors

The HHC Board of Directors is comprised of seven members. Three members identify as White/Non-Hispanic, three members identify as Black/African-American, and one member identifies as Southeast Asian. Four staff members identify as women and three identify as men.

- 2.3.3 Organization Financial Information** - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include the Respondent's most recent Single Audit (if applicable) or other audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFS. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFS.**

As part of this application, we have provided copies of the EH Audited Financial Statements and 2022 External Audit (HHC 2022 ACFR). HHC provides a full range of preventive and curative health services for all residents of Marion County, Indiana, including those who are uninsured. HHC administers two statutory divisions: the Division of Public Health doing business as the Marion County Public Health Department (MCPHD), which serves as the county health department with powers and duties conferred by law upon local departments of health, and the Division of Public Hospitals doing business as Eskenazi Health, which operates the Corporation's hospitals, medical facilities, and mental health facilities. Additionally, HHC administers two service divisions: the Indianapolis Emergency Medical Services (IEMS) functioning as a distinct unit in Eskenazi Health providing emergency pre-hospital care to residents and visitors of Marion County, Indiana, and the Long-Term Care Service Division, providing statewide skilled nursing home services. EH is comprised of the Sidney and Lois Eskenazi Hospital, a 336 bed general acute care hospital; the Sandra Eskenazi Outpatient Care Center, an outpatient specialty care facility co-located on the Hospital campus; the Eskenazi Health Center, a Federally Qualified Health Center (FQHC) that operates a network of primary care centers throughout Marion County, Indiana; **the Sandra Eskenazi Mental Health Center**, a Community Mental Health Center (CMHC) that provides behavioral health services throughout Marion County, Indiana; and IEMS, the county-wide emergency ambulance service. EH is the only public hospital in Marion County, Indiana. Eskenazi Hospital is fully accredited by the Joint Commission for Accreditation of Hospitals of the American Hospital Association. The attached 2021 & 2022 Sandra Eskenazi MHC Income Statement demonstrates financial stability of the entity submitting this proposal.

- 2.3.4 Integrity of Organizational Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following

items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

The CEO and CFO of the parent company, Health and Hospital Corporation of Marion County (HHC), and the CEO of Sandra Eskenazi MHC take personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. Accounting methods employed by HHC shall, at a minimum, satisfy such requirements as may be prescribed by federal or state laws, regulations, or guidelines. Additional accounting methods shall be employed to satisfy applicable government accounting standards promulgated by such competent authoritative sources as the Governmental Accounting Standards Board (GASB) and Financial Accounting Standards Board (FASB), where applicable.

2.3.5 Contract Terms/Clauses - Please provide the requested information in RFS Section 2.3.5.

Standard Edits to State Grants Template

The Health & Hospital Corporation of Marion County is a municipal corporation and a political subdivision. IC 16-22-8-6.

The following state grant contract clauses should be removed or modified:

Clause 10(H) Telephone Solicitation - Remove

IC 5-22-1-3 makes IC 5-22-3-7 inapplicable to contracts between governmental bodies.

Clause 12(E) Improper Disclosure, Security Incident, and Breach Notification - Modify

Section 3(a) change one (1) day to five (5) days

Section 3(c) delete "all" in the sentence "all commercially reasonable efforts. Change to all "non-privileged" results of such investigation.

Section 3(d) change to "shall provide "non-privileged" details.

Section 3(e) change to "the determination of whether a Breach has occurred "under the terms of this Contract" rests solely with ..."

Section 3(f)(iv) delete "all"

Clause 12(N) - Modify to add:

Any obligation of Contractor to save and hold harmless State shall be limited in substance by statutes designed to protect and limit the exposure and liability of Contractor as a qualified health care provider and as an instrumentality of the State of Indiana including, without limitation, the Indiana Medical Malpractice Act and the Indiana Tort Claims Act and its aggregate liability limits and bar to liability for punitive damages and for acts or omissions of others.

Clause 19 Employment Option - Remove

Clause applies to private legal entities, not public entities.

Clause 24 - Indemnification - Modify to add:

Any obligation of Contractor to save and hold harmless State shall be limited in

substance by statutes designed to protect and limit the exposure and liability of Contractor as a qualified health care provider and as an instrumentality of the State of Indiana including, without limitation, the Indiana Medical Malpractice Act and the Indiana Tort Claims Act and its aggregate liability limits and bar to liability for punitive damages and for acts or omissions of others.

Clause 26. Veteran's Business Enterprises Compliance

Clause applies to private legal entities, not public entities.

Clause 28. Insurance - Remove entire clause and replace with:

Contractor will maintain a self-insured trust for worker's compensation, professional liability, and general liability claims, with limits as required by the following statutes: Ind. Code § 34-13-3-4, Ind. Code § 34-18-14, and Ind. Code § 22-3. Such insurance will protect Contractor from claims that arise out of or result from Contractor's performance under this Agreement, whether such performance is by Contractor, a subcontractor, anyone directly or indirectly employed by Contractor or a subcontractor, or anyone for whose acts Contractor or a subcontractor may be responsible.

Clause 32. Minority and Women's Business Enterprises Compliance.

Clause applies to private legal entities, not public entities.

Clause 44 - Taxes - Modify

Add "and Contractor" to the taxes clause to reflect tax-exempt status.

- 2.3.6 Registration to do Business** – Per RFS 2.3.6, Respondents providing the services required by this RFS must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFS. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

The Health & Hospital Corporation of Marion County (HHC) is registered to do business in Indiana. Attached to this proposal is HHC's Certificate of Existence provided by Secretary of State.

- 2.3.7 Authorizing Document** - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of organization bylaws or an organizational resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

Mr. Paul T. Babcock serves as President & CEO and authorized representative of The Health & Hospital Corporation of Marion County and is legally authorized by the HHC board to enter the corporation contractually. This role is described as "Executive Director" of the organization in the attached bylaws and enabling statutes.

2.3.8 General Information - Each Respondent must enter your organization's general information including contact information.

Organizational Information	
Legal Name of Organization	The Health & Hospital Corporation of Marion County d/b/a Sandra Eskenazi Mental Health Center
Contact Name	Paul T. Babcock
Contact Title	President & CEO
Contact E-mail Address	HHCGrants@HHCorp.org
Company Mailing Address	3838 N. Rural St.
Company City, State, Zip	Indianapolis, Indiana 46205
Company Telephone Number	317-221-3358
Company Fax Number	317-221-2020
Company Website Address	hhcorp.org
Employer Identification Number (EIN) or Federal Tax Identification Number (FTIN) (please specify which)	35-6005697
Number of Employees (company)	6027
Years of Experience	54
Year Indiana Office Established (if applicable)	1951
Parent Company (if applicable)	The Health & Hospital Corporation of Marion County
Revenues (\$MM, previous year)	\$1,910.07
Revenues (\$MM, 2 years prior)	\$2,006.49
% Of Revenue from Indiana	100%