



Photo: City leaders cut the ribbon to officially open the new Fishers Health Department clinic in November 2025.

FISHERS HEALTH DEPARTMENT

2025 Annual Report



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Welcome

from Public Health Director & Health Officer, Dr. Monica Heltz

On behalf of the Fishers Health Department (FHD), I am pleased to present our Annual Report to the residents of Fishers. Each year, this report provides an opportunity to reflect on our shared progress and to highlight the work we are doing to promote, protect, and preserve the health and well-being of all who live, work, and play in our community.

2025 was a year of both progress and challenge for local public health. While we continued to advance key initiatives supported through Health First Indiana, we also navigated a significant and unexpected reduction in state and federal public health funding. Through strong leadership from the City of Fishers, we implemented a thoughtful financial strategy that allowed us to maintain our team, sustain core services, and continue expanding programs that residents rely on every day. Despite these challenges, our focus remained clear: delivering practical, community-centered public health services that meet residents where they are.

This year, we made meaningful progress across several priority areas. We expanded mental health prevention and access through StigmaFree Fishers, we strengthened substance use response through education and peer recovery support, and we continued to grow our fall prevention program. We also enhanced and expanded our clinical services to include pregnancy and STIs and a dedicated travel clinic. Additionally, we continued expanding our education, outreach, and partnerships, facilitating health in everyday spaces across Fishers.

Importantly, we elevated the voice of our residents in shaping our work. More than 1,500 community members participated in our Community Health Assessment through surveys and focus groups, helping define priorities and guide the development of our Community Health Improvement Plan and future strategic direction.

As we look ahead, our team remains committed to promoting the highest level of health and well-being for our residents. Our focus will continue to center on advancing mental health across the lifespan, strengthening healthy living through prevention, supporting healthy aging with a focus on healthspan over lifespan, and ensuring sustainable, high-quality core public health services grounded in community voice and data-driven decisions.

Thank you for your continued trust and partnership. We are proud to serve the Fishers community and look forward to continuing this work together for many years to come.



Monica Heltz, DNP, MPH, APRN, FNP-C
Public Health Director and Health Officer

FHD's mission is to empower all who live, work, and play in Fishers to achieve their highest level of health and wellness through education, health services, resources, and partnership development.

SECTION 1

Department Overview



Monica Heltz
DNP, FNP-C



1.1 Fishers Health Department Model for Public Health

Public health is the collective effort to protect and improve community health by going beyond treatment to prevent disease and injury, promote well-being, and address the social and environmental factors that influence health.

The Fishers Health Department (FHD) advances this work by monitoring local health trends; providing core services such as communicable disease response, immunizations, testing and screening, environmental health inspections, and vital records; and partnering with schools, healthcare, public safety, and community organizations to expand access to information, navigation, services, and support.

This work is essential for reducing avoidable emergencies and costs, keeping residents connected to care, and strengthening overall community resilience.

FHD operationalizes the Public Health 3.0 model that builds upon historical successes of public health as indicated in Figure 1. Public Health 3.0 leverages cross-sector collaboration through strategic planning,

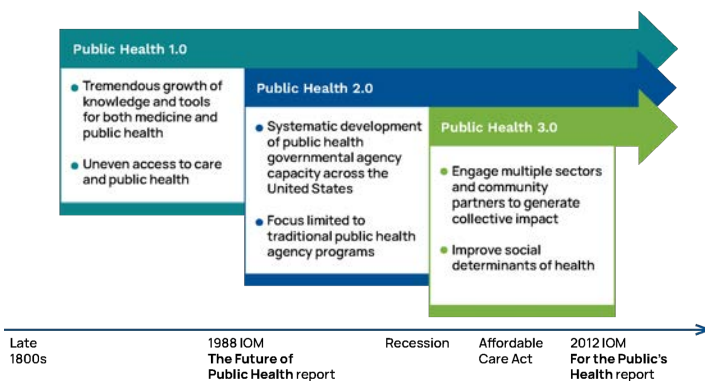


Figure 1: Public Health 3.0

policy, and programming to ensure all residents have an opportunity to achieve their best health. This requires evidence-based and evidence-informed approaches to public health service delivery that prioritize addressing the social determinants of health impacting every person’s ability to be healthy (figure 1). This approach emphasizes the importance of health equity, cross-sectoral collaboration, and innovative policies and programs to address complex physical, social, behavioral, and environmental factors influencing community health (figure 1).

As FHD continues to strengthen core public health services, the department and City remain focused on addressing the broader factors impacting the health and well-being of residents. By advancing the 10 Essential Public Health Services (Figure 2) alongside social determinants of health, FHD is driving a more responsive, modern public health system that supports a healthy, vibrant, and growing Fishers community.

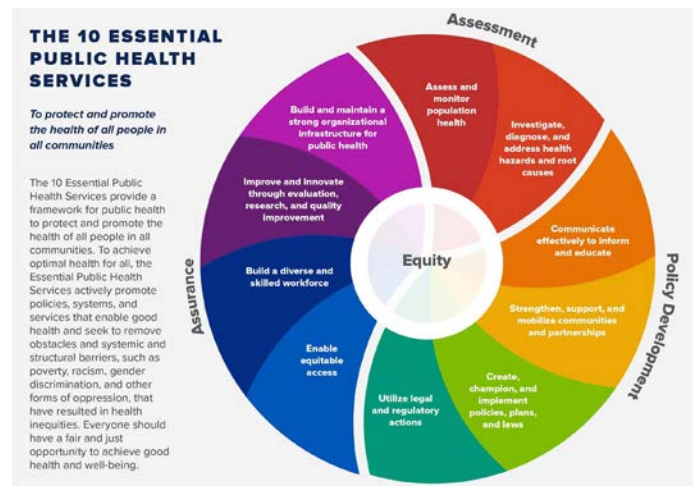


Figure 2: The Ten Essential Public Health Services

CITATIONS

- Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century. Available at pubmed.ncbi.nlm.nih.gov/28880837/.
- More information on social determinants of health, and the role of health departments to improve health and well-being is available from the following: bit.ly/3Ry1xOo, bit.ly/3XHGIzr, bit.ly/4cnXgGG
- CDC: 10 Essential Public Health Services.

DEPARTMENT OVERVIEW

1.2 Department Services & Responsibilities

FHD was formed on April 24, 2020, upon the Fishers City Council's approval to create a health department that will be agile, resilient, and proactive in protecting and promoting the health and well-being of Fishers residents. As one of three municipal health departments in Indiana, FHD was born out of the recognized need to provide local public health services amidst a global pandemic. The FHD team collaborates across the City of Fishers government to provide public health expertise during policy decisions, ensuring evidence-informed and health-in-all policy approaches to local government. The FHD's approach to integrate evidence-informed public health policy has been highlighted by others as an exemplar for ensuring public health is at the forefront of government policies.⁴

FHD exists to bring a high level of health and safety services to the residents of Fishers. The Fishers Health Department serves residents through:

- Birth and Death (Vital) Records
- Immunizations
- STD Testing
- Mental Health Services and Support
- Women's Health Services
- Biometric Screenings
- Food Safety & Permitting
- Swimming Pool Testing and Inspection
- Mosquito & Rodent (Vector) Control
- Private Water Well Inspection
- Septic System Inspection
- Communicable Disease Monitoring & Treatment
- Open Water Sampling
- Health Education

2025: By the Numbers



Birth & Death Records

7,508 records distributed



Environmental Health Services

1,888 permits, inspections, and testing services completed



Clinical Services

3,629 immunizations, testing, health services, and wellness screenings completed



Health Education

25,030 people educated across 619 sessions



Mental Health Services & Support

3,893 social support services provided to 1,243 residents
11,296 people reached through StigmaFreeFishers' online resources



Communicable Disease Monitoring & Treatment

333 cases monitored and/or treated

CITATIONS

⁴Indiana Public Health System Review, Dec. 2020.

DEPARTMENT OVERVIEW

Statutory Operations Managed By FHD⁵ & The Board of Health

- Any action authorized by state statute or rule of the state department to control communicable diseases
- Making sanitary and health inspections necessary to carry out the purposes of Ind. Code §16-20-4
- Investigating the existence of any contagious or infectious disease
- Adopting measures to arrest the progress of contagious or infectious disease
- Entering into contracts for the provision of health services within the board's jurisdiction in accordance with Ind. Code §16-20-1-8
- Contracting or purchasing planning services considered essential to the development of an effective community health program in accordance with Ind. Code §16-20-1-8
- Appointing professional employees who meet the qualification requirements of the board for professional employee positions
- Providing reports of department activities to the state department in accordance with state department rules
- Enforcing the board's or officer's orders, citations, and administrative notices by an action in the circuit or superior court in accordance with Ind. Code §16-20-1-26
- With the approval of the City Council, establishing and collecting fees for specific services and records established by local ordinances and state law; however, fees may not exceed the cost of services provided. The fees shall be accounted for and transferred to the health fund of the taxing jurisdiction
- All other powers and duties as provided by Indiana law



Photo: Fishers Teen Health Academy participants learning hands-on skills.

CITATIONS

⁵Indiana Code §16-20: <https://bit.ly/4cgowXo>

1.3 FHD Organizational Chart

Overseen by the Board of Health and led by Dr. Monica Heltz, FHD is supported by a team of full- and part-time employees. Figure 3 displays the current FHD organizational chart. Board members add subject-matter expertise and experience to support the department’s leadership. Clinical services are overseen through a collaborative agreement with Kathryn Robertson, MD.

The Board of Health includes:

- Fishers Mayor Scott Fadness
- Retired Fishers Fire Chief Steve Orusa
- Kyle Hultgren, Pharm.D Pharmacist
- Salvatore Migliore, MD (Emergency Medicine)
- Michele Saysana, MD (Pediatrics)
- Shobana Pandian, MD, MBBS (Pediatrics)
- Karen Collins, DVM (Veterinary Medicine)

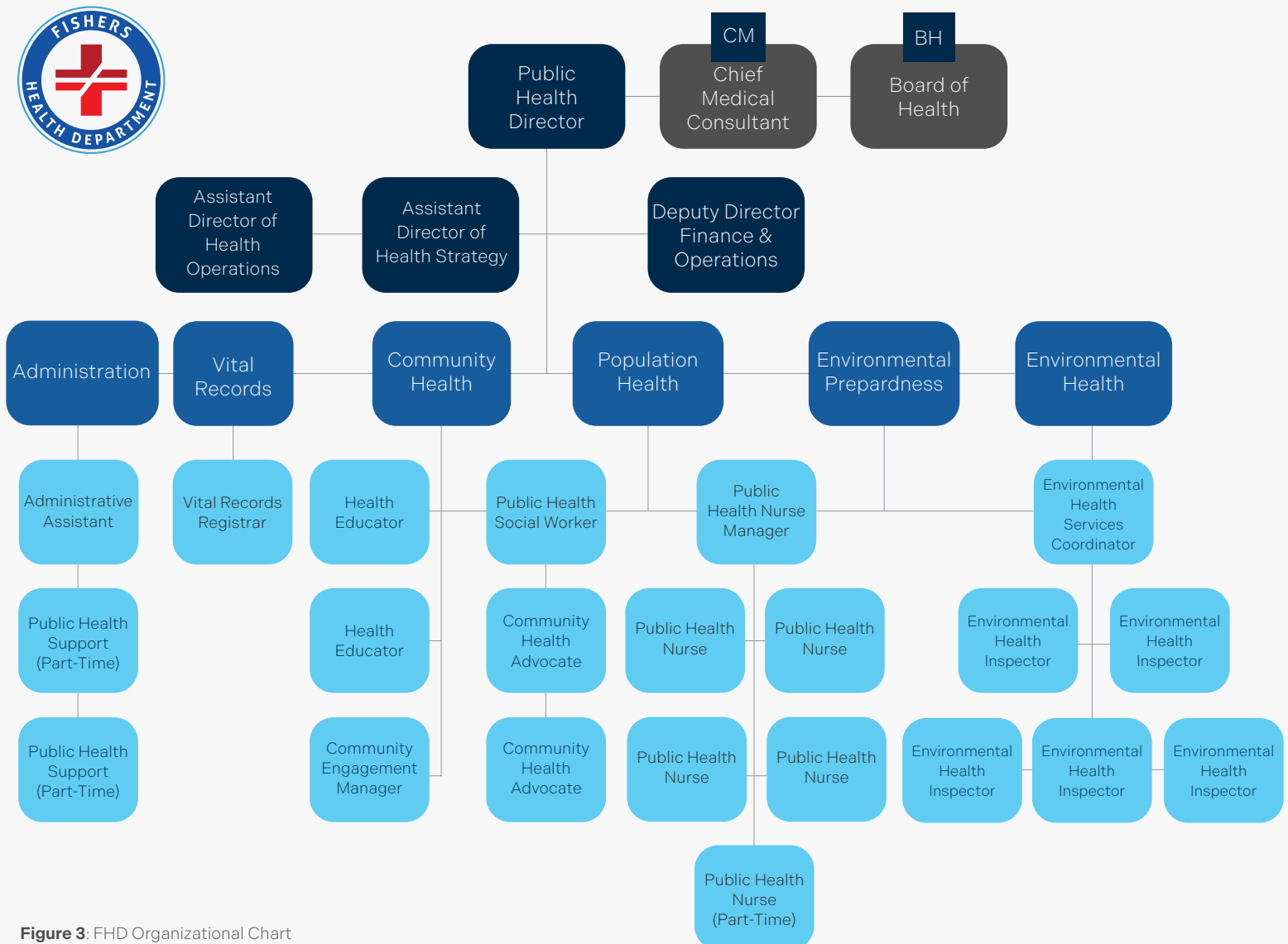


Figure 3: FHD Organizational Chart

1.4 Acknowledgments

Residents of Fishers

Thank you for your trust, engagement, and commitment to building a healthier community. Your input through surveys and conversations directly shapes our work.

Elected Officials & Board of Health

We appreciate your leadership, guidance, and continued support of public health in Fishers.

City Leadership

Thank you to Mayor Scott Fadness, his administration, and City Council for your partnership in navigating significant funding challenges. Together, we responded to a 73% overnight funding reduction by implementing a financial strategy that closed budget gaps without staff reductions and sustained essential services.

Interns

We are grateful for your time, talent, and fresh perspectives that enhance our work. We are especially grateful to Sumble Khan (IU Fairbanks School of Public Health) for supporting our Community Health Assessment efforts; Aiden O'Neil (Butler University) for assisting environmental health field work; and Alexandra Hitrik (IU School of Public Health Bloomington) for supporting health education programming.

City Departments

Your collaboration strengthens access to services and improves health outcomes across Fishers' residents, businesses, and nonprofits.

School Partners

Hamilton Southeastern Schools and others play a vital role in connecting families to care and prevention resources.

Community Partners

FHD is grateful for support from the Hamilton East Public Library, Trinity Free Clinic, Shepherd's Center of Hamilton County, Fishers Youth Initiative, Delaware and Fall Creek Township Offices, Good Samaritan Network, area food pantries, and local providers who strengthen our ability to serve residents with excellence.

Supporting Organizations

Thank you to our local, state, and national partners, including the National Association of City and County Health Officials, the Region V Public Health Leadership Institute, the Indiana Public Health Association, the Food and Drug Administration, the Indiana Department of Health, and Jim Hallett of Hallett Sports & Entertainment.



Photo: FHD team member Brittany hosts an educational outreach booth at the popular Fishers Farmers Market.

2.1 Health Department Goals for 2024

In the 2024 Annual Report, the Fishers Health Department set ambitious goals for 2025 focused on foundational services, a stronger culture of health and well-being, and accreditation readiness. Figure 4 below summarize progress made in 2025 that translated into expanded access, prevention, and community impact.



Figure 4: 2024 Goal Progress

2.2 2025 Progress on Goals

1. Excel in Foundational Public Health Services

Mental Health

- +** Expanded prevention and access through StigmaFree Fishers, an evidence-based resource portal by Credible Mind (over 11,000 users), enhanced public education offerings, and post-crisis follow-up capacity.
-

Substance Use

- +** Strengthened harm-reduction and recovery linkage through community education and peer recovery coaching supports.
-

Trauma & Injury Prevention

- +** In partnership with Fishers Fire Department, scaled up fall prevention through increased in-home services and new evidence-based education courses to reduce fall risk and safer aging in place for 384 people.
-

Maternal Health

- +** Expanded early identification pathways by adding pregnancy testing and improving access to care through partner referrals.
-

Chronic Disease


- +** Increased prevention access through expanded services and enhanced community education on various healthy living and aging well topics.
-

Cancer Prevention

- +** Continued work in reducing preventable cancers through HPV vaccination education and uptake (2.9% increase in HPV vaccination up-to-date rates for 9-12 year olds).
-


2025 YEAR IN REVIEW

Tobacco Prevention


-  Continued school-based prevention programming, reaching over 80% of 7th and 8th grade students with Catch My Breath education series.

2. Promote a Culture of Health & Well-Being


Education Offerings

-  Grew digital, virtual, and community-based education offerings to reach residents in community and social environments across all age groups.


Health Promotion

-  Coordinated across City partners to embed health promotion into community spaces, such as partnering with Fishers Parks on a Heart Health hike in February for Heart Health Month.

Health-in-all Approach


-  Partnered with 116 organizations, including internal and external partners, to drive forward a health-in-all approach for events, programs, and planning.

Resident Advisory Committee

-  Received input from over 1,500 survey and focus group participants on health priorities and actions. This resulted in early-stage plans for a Resident Advisory Committee to strengthen community input and inform programming priorities and continuous improvement.

3. Prepare for Accreditation


Public Health Accreditation

-  Completed Public Health Accreditation Board Readiness Self-Assessment across all 10 domains and over 340 standard measures.
-


Community Health Assessment

-  Completed Community Health Assessment process and draft report.
-

Improvement Plan

-  Initiated Community Health Improvement Plan process with community input.
-

Strategic Plan

-  Built Strategic Plan Framework across five Strategy Pillars with 37 Key Performance Outcomes and 144 associated Key Performance Indicators.
-

Culture of Health Ambassador

The City of Fishers' Culture of Health initiative is led by a full-time staff member, the Culture of Health Ambassador, who promotes active, healthy living and creates opportunities for residents to lead healthier lifestyles. Previously housed within FHD (2024 to mid-2025), the position has transitioned to the Fishers Community Center, Strengthened by IU Health, and continues to collaborate closely with FHD to advance community health initiatives.

2.3 Expanded Program Highlights: Fall Prevention Program & Expanded Clinical Services

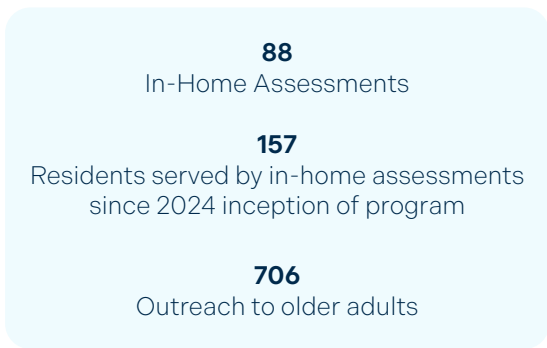
Fishers Fall Prevention Program Saves Over \$1.6 Million Dollars

Falls are one of the most preventable causes of injury and loss of independence among older adults, and Fishers is seeing this risk grow as residents age. To intervene earlier and support residents who want to live safely and independently in their existing homes, FHD built a Fall Prevention Program grounded in evidence-based strategies, community partnerships, and the use of near-real-time Emergency Medical Services (EMS) data. The program combines targeted in-home assessments with community education to reduce fall risk and strengthen confidence and mobility.

FHD’s community health advocates are trained to deliver SteppingOn, an evidence-based, eight-week cohort course. In 2025, the team led two classes with approximately 30 residents to focus on skill-building and fall prevention behaviors.

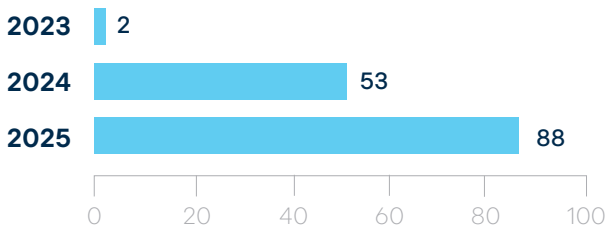


Photo: Community Health Advocate Daniel Sterling tapes down a rug in a resident's home.



These efforts are delivering measurable value to residents and the community, generating approximately \$1.6 million in direct and indirect cost savings since launch—about a \$30 return for every dollar invested (figure 5). By pairing rapid identification through EMS collaboration with home-based prevention and evidence-based education, Fishers is building a scalable model that helps older adults remain safe, confident, and independent while reducing preventable injuries and health system costs.

Growth of Fall Prevention Program 2023-2025



Fall Prevention Program: By the Numbers



863

Total Services

706 Individuals Educated
157 Educated + Home Remediations



\$1,874 - \$1,912

Cost Savings per Individual



\$1,609,590

Total Cost Savings



30x

Return on Investment
(every \$1 in program costs achieves \$30 in cost savings)

Figure 5: Fall Prevention Program

Expanded Clinical Services Enhance Prevention Access

In 2025, Fishers Health Department expanded clinical services to make prevention more accessible and better aligned with residents’ needs, whether starting college or a new job, preparing for travel, navigating sexual health, or planning for a child. By integrating these services into routine clinic operations, available during all clinic hours, FHD reduced common barriers such as uncertainty about needed care, scheduling delays, and the need to visit multiple locations.

New services launched in 2025 included pregnancy testing, sexually transmitted infection testing, a dedicated travel clinic (consultations, recommended vaccines, and preventive medications), and titer testing to confirm immunity when vaccine records are unclear. Together, these enhancements support

earlier identification, faster connection to appropriate care, and help residents meet health requirements while strengthening community protection. In its first year, the travel clinic supported 141 appointments, demonstrating strong demand for local, prevention-focused services.

Additionally, FHD transitioned its clinical billing model from a third-party service to internally billing directly with insurance providers. This transition expanded billing capabilities beyond vaccines to a more comprehensive approach for expanded services. This change allows most Fishers residents to access standard services through their insurance plans and improves long-term sustainability by recapturing a greater share of service costs.

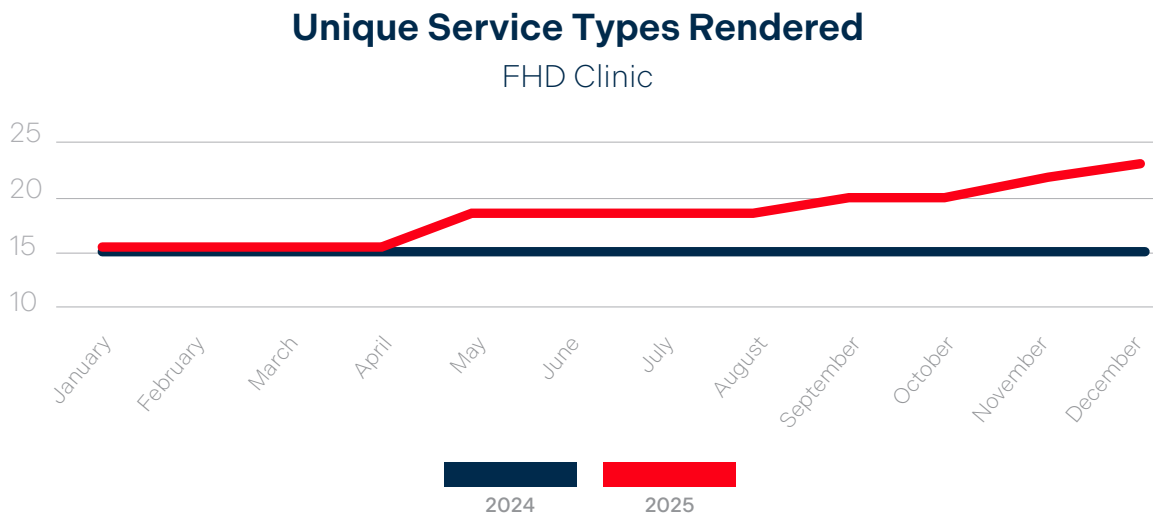


Figure 6: Unique Service Types

SECTION 3

2025 Public Health Programs &

Data





Photo: FHD educators host a health education booth at a Fishers Parks event.

2025 Programs & Data

Program reporting highlights the services FHD delivers and key outputs reflecting community needs across core areas, including communicable disease response, clinical services, environmental health, and education.

The sections below summarize 2025 activities, using select metrics to track reach, quality, and impact, and illustrate how FHD protects health and advances community well-being.

3.1 Communicable Disease & Event Reporting

Fishers Health Department is responsible for communicable disease investigations for over 70 reportable conditions defined in 410 IAC. Often in coordination with Indiana Department of Health (IDOH), communicable disease surveillance and investigation activities use systems (e.g., CDC-developed National Electronic Disease Surveillance System) and processes to identify, manage, and mitigate the impact of communicable diseases occurring in the community. Table 1 displays confirmed cases of reportable conditions in Fishers for 2025 compared to

2024. The top five reported conditions in 2025 were COVID-19 (625), chlamydia (199), latent tuberculosis (57), gonorrhea (35), and animal bites (25). Beyond the work of case management for confirmed infectious disease cases, FHD public health nurses investigate reports of possible conditions to ensure proper surveillance and prevention activities. In 2025, public health nurses investigated 333 communicable disease reports and case-managed 185 confirmed cases.

Disease/Event	2024 Cases	2025 Cases
2019 Novel Coronavirus	1,383	625
Chlamydia Trachomatis Infection	247	199
Latent Tuberculosis	64	57
Gonorrhea	47	35
Animal Bites	36	25
Adult Syphilis	11	11
Salmonellosis, Excluding S. Typhi and S. Paratyphi	8	7
Hepatitis B Virus Infection, Chronic	6	6
Cryptosporidiosis	Suppressed	5
Hepatitis C Virus Infection, Past or Present	Suppressed	5

To ensure confidentiality, it is necessary to suppress data for events with case counts fewer than five. The following reportable condition case counts for 2025 are suppressed for privacy: Influenza-associated death; Giardiasis; invasive Streptococcus pneumoniae; Campylobacteriosis; acute Hepatitis C; Shiga toxin-producing Escherichia coli (STEC); Pertussis; Lead; Legionellosis; invasive Group A streptococcal disease; invasive Haemophilus influenzae disease; Candida auris (colonization/screening); Histoplasmosis; acute Hepatitis B; Carbapenemase-producing organisms (CPO) – clinical; Tuberculosis; Shigellosis; Varicella (chickenpox); Lyme disease; HIV

Table 1: Confirmed Cases in 2025 compared to 2024

3.2 Clinical Services

In 2025, FHD expanded clinical services to improve access, broaden prevention offerings, and strengthen the long-term sustainability of public health service delivery. Building on an accessible clinic model open 5-6 days per week, including two evening clinics and two Saturdays per month, FHD increased capacity and added new services aligned with community needs and evolving public health priorities. To better serve Fishers' multilingual community, the clinic also utilizes interpretation services with access to more than 350 languages.

The clinic provides screening and prevention services for a range of conditions, including testing for diseases or exposures (e.g., COVID-19, tuberculosis, blood lead

levels) as well as prevention through vaccinations, medications, and health education. Routine vaccinations are available for children and adults regardless of insurance, with hardship policies to ensure cost is not a barrier to care.

To support sustainability and future program growth, FHD implemented in-house billing to recapture reimbursement for eligible clinical services – an important step in our community where approximately 96% of residents are insured. In its first year, the billing transition supported 60% recapture, helping stabilize the clinic's operating model and create capacity for targeted service expansion.

2025 By The Numbers

3,567

patients served through testing and vaccinations

344

testing services for tuberculosis, COVID-19, blood lead levels, STIs, and pregnancy

2,713

patients received 2,854 vaccines

141

travel clinic appointments

290

directly observed therapy (DOT) medication appointments for treatment of TB and latent TB infection.

249

people reached through mobile efforts

Clinical Services Provided by FHD in 2025

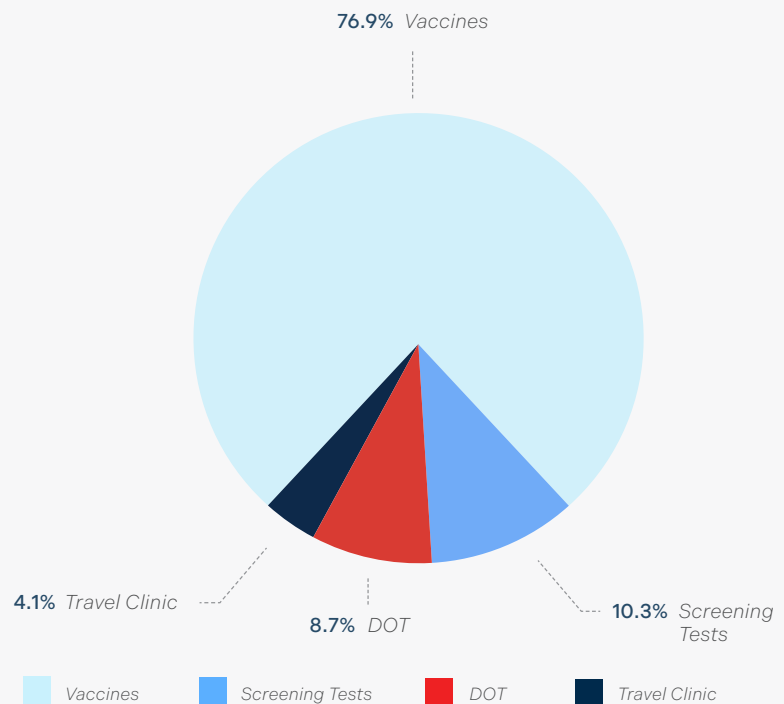


Figure 7: Clinical Services Provided

Impact in Action

- FHD nurses turn stressful situations into clear, patient-centered experiences by answering questions in plain language and helping parents navigate conflicting information about their children's vaccine needs. For those with limited mobility, vaccinations are provided in vehicles or at home to remove barriers and ensure safe, accessible care.
- Hundreds of local families face language barriers that make routine immunization and prevention services difficult. FHD's clinical staff coordinates interpretation and translation services, supports visit planning, and offers offsite clinics to improve access to care for all residents.

3.3 Vital Records

Fishers Health Department provides certified copies of Indiana birth and death records from 1907 to present, supported by an advanced-trained vital records registrar. Our registrar holds the Indiana Vital Records Association’s highest certification (Capstone VRP-Specialist), ensuring timely and accurate service for residents.

In 2025, FHD expanded services to issue certificates for events occurring anywhere in Indiana, offering added convenience for residents whose records originate outside city limits.

In 2025, Fishers recorded 1,098 births and 543 resident deaths (compared to 1,003 births and 609 deaths in 2024). The leading causes of death among residents in 2025 were heart disease (114), cancer (101), and cerebrovascular disease (35).

Records	Total
Death Certificate Copies Provided	6,137
Birth Certificate Copies Provided	1,371
Resident Deaths in 2025	543
Resident Births in 2025	1,098

Table 2: Vital Records for 2025



Photo: FHD team member Barb conducts training on vital records.

3.4 Environmental Health

FHD’s Environmental Health division protects resident well-being through food establishment sanitation compliance (e.g., restaurants, groceries), inspections of open water and public/semi-public pools to reduce waterborne disease risk, lead home inspections, and prevention programs targeting insect-borne diseases such as those spread by mosquitoes.

Retail Food Establishments

FHD’s public grading system is posted at each facility. This program shows continued strong performance – “A” grades increased from 87.8% (2023) to 96.8% (2025) and “C” grades declined to 0% (figure 8).

FHD is one of five local health departments in Indiana enrolled in the FDA’s Voluntary National Retail Food Regulatory Program Standards – a national framework

that aligns food inspections with evidence-based practice. This work is paired with education and technical guidance to help operators consistently meet safe food standards. To date, FHD has completed standardization in four of the nine program areas, representing the most progress among Indiana local health departments, and FHD is the first local health department in Indiana to have all inspectors standardized on FDA Standard 2 (Trained Regulatory Staff).

Retail Food Inspection Grades: 2023 - 2025

View food grades online at map.fishers.in.us/restaurants

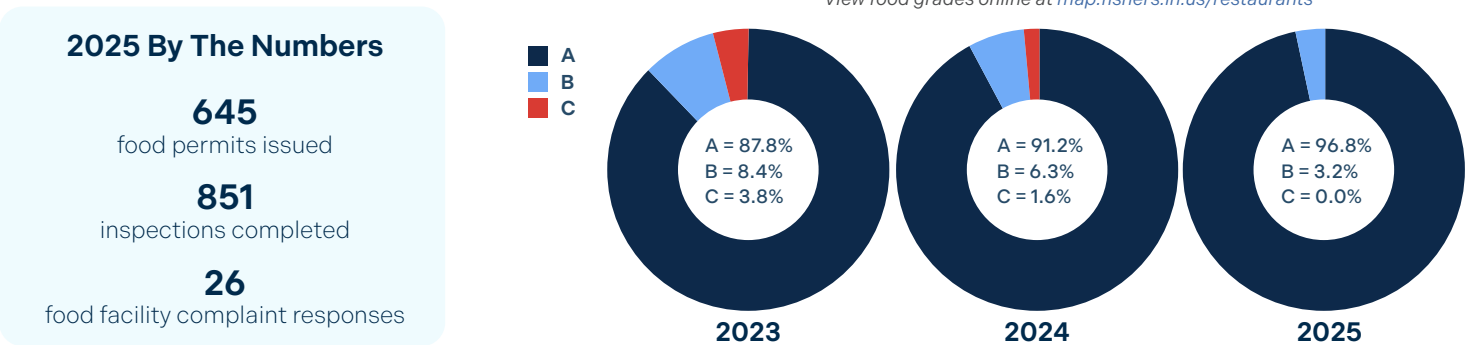


Figure 8: Retail Food Inspections

Inspections, Permits, and Records	Total
Permanent Food Establishment Permits	398
Temporary Food Establishment Permits	112
Food Truck Permits	54
Food Facilities Complaints	26
Farmers Market Food Vendor Permits	62
Total Inspections	851

Table 3: 2025 Inspections

Impact in Action

- During a ServSafe Manager class, a new restaurant operator shared that they had worked their way up from dishwasher to manager, with certification marking the final step before promotion. With coaching and a supportive learning environment, the participant passed the exam with confidence and left prepared to lead safe food operations. For this resident, the credential was more than compliance, it represented a meaningful career milestone.

2025 PUBLIC HEALTH DATA

Open Water Sources, Pools, Septic, & Wells

Regular monitoring and inspections of open water sources, recreational water facilities (pools and spas), septic systems, and private wells help prevent waterborne illness and reduce injury risk.

2025 By The Numbers

- 175** water samples monitored for bacteria and other contaminants
- 85** pool and spa inspections complete
- 21** private well lab results reviewed
- 96** pool and beach permits issued
- 2** on-site sewage (septic) permits issued

To protect public health, FHD issued temporary advisory notices for six open water sites in 2025, following unsatisfactory laboratory results indicating conditions



Photo: FHD staff conducting vector control in open water in Fishers.

were not safe for recreation. Sites with unsatisfactory results included Fall Creek at Canal Place, Fall Creek at Geist Park, Geist Reservoir (Geist Marina), Geist Reservoir (Geist Boat Ramp), Geist Waterfront Park, and the White River. Open water sampling results are posted online at:

Health.FishersIN.gov/EnvironmentalTesting



Photo: Recreation along the White River in Fishers.

Vector Control

Vector-borne diseases are most commonly spread through mosquito bites in Indiana. FHD monitors local activity through weekly testing of 16 mosquito pools during mosquito season (April–October), with with laboratory analysis performed by the IDOH. Staff also perform field assessments of standing water sources and apply environmentally friendly, water-soluble larvicide when needed to reduce risk.

In 2025, no Fishers mosquito pools tested positive for West Nile virus (WNV), though activity was detected elsewhere in Hamilton County, indicating ongoing regional risk. Residents can view statewide activity through [IDOH's Mosquito-Borne Illness Dashboard](#).

FHD also follows up on other vector-borne illnesses. In 2025, fewer than five Lyme disease cases were reported and managed.

3.5 Public Health Emergency Preparedness

FHD participates in the IDOH Public Health Emergency Preparedness (PHEP) grant program to ensure readiness for public health and healthcare emergencies. The FHD PHEP Coordinator is trained in CDC Public Health Preparedness and National Incident Management Systems, and contributes to city-, county-, and state-level emergency planning efforts, including serving on the IDOH District 5 Healthcare Coalition Executive Board. No events in 2025 required activation of FHD’s emergency preparedness plans.

3.6 Social Work Program

Fishers Health Department’s Social Work Program bridges public health and public safety by providing rapid follow-up and ongoing care coordination for residents experiencing behavioral health, substance use, and other social service needs. In partnership with Fishers Police and Fire Departments, the team helps ensure emergency responses transition into sustained support, service connections, and prevention-focused follow-up.

Staffed by a licensed clinical social worker and two community health advocates, one certified as a peer support professional, the program delivers post-crisis outreach and stabilization planning, safety planning and support, and ongoing case management for residents navigating complex needs. The team connects residents to mental health and substance use treatment, helps navigate health and social service systems, and links families to essential supports such as food, housing, and transportation—reducing barriers and accelerating connection to care.

2025 By The Numbers

1,243	residents supported
1,721	encounters
2,084	referrals to community resources
179	residents received crisis follow-up support
88	in-home fall prevention assessments completed

A key program delivered by FHD focuses on fall prevention, with in-home assessments, education, and support to help residents remain safe and independent while reducing repeat EMS and emergency department visits. The program also offers evidence-based classes, including Stepping On, to reduce fall risk. This work was featured on the Indiana State Health Commissioner’s Conversations with the Commissioner. (available at Health.FishersIN.gov/IDOHFall).

Impact in Action

- After a resident lost their home in a fire, the team coordinated same-day essentials, arranged temporary care for the resident’s animals, and supported medical follow-up, while also connecting the resident to community resources for gift cards and ongoing stabilization.
- When a mother and son were unhoused living in their car, the team partnered with Fishers Police and local organizations to provide food, temporary shelter, and vehicle support, helping stabilize their situation so they could secure employment and move toward long-term housing.
- After repeated falls and unsafe living conditions tied to substance use, the team conducted a home visit and coordinated recovery support, utility restoration, and animal safety planning, helping the resident stabilize their environment and move toward safer living and treatment.

3.7 StigmaFree Fishers

StigmaFree Fishers, established by the City and integrated into FHD in 2021, addresses mental and behavioral health through a public health approach focused on prevention and connecting residents to support through coordinated services and partnerships.

To expand access to reliable, evidence-based resources, FHD partners with the CredibleMind platform, accessed via StigmaFreeFishers.com. In 2025, the platform reached 11,296 users and served as a central hub information, self-guided tools, and connections to local support, including a [Community Resource List](#) with over 400 area services.



Photo: StigmaFree Fishers along walking trail.

3.8 Student Support, Health Education, Community Engagement, & Outreach

All FHD team members advance community health through education, outreach, and school support. This work is often led by Health Educators, the Community Outreach Manager, and School Health Liaison. This work focuses on informed conversations, community and digital outreach, and practical programs that promote health across the lifespan. Most efforts are offered at no cost and delivered in partnership with local organizations to expand reach and impact.



Photo: Participants learn the basics of CPR



Photo: Health education opportunities at the Fishers Farmers Markets engage people of all ages.

2025 PUBLIC HEALTH DATA

School-Based Support

School Partnership & Health Liaison

FHD's School Health Liaison serves as a dedicated public health partner to Fishers schools, coordinating services, strengthening communication and partnerships, and connecting students and families to timely health supports. The role is a statewide priority and reflects emphasis on improved coordination between local health departments and school communities. Through collaboration with school nurses, administrators, and staff, the liaison helps identify and respond to needs and support healthier learning environments.

In 2025, the role was further integrated with FHD nursing and health education to improve prevention, access, and consistency. Key efforts included coordinating immunization clinics, sharing updates through a school health newsletter to administrators and staff, supporting nurse professional development (including funding Indiana School Nurses Association memberships to improve access to training, resources, and peer networks), and improving access for multilingual families through translation services and resource connections.

Classroom education is a core element of FHD's school partnership model. In 2025, FHD delivered 331 school-based health education sessions reaching 17,015 students and staff, providing age-appropriate lessons reinforcing healthy habits, prevention, and safety. The department also hosted its third Teen Public Health Academy, a nationally recognized, free summer camp offering hands-on public health learning for high school students.

FHD also supported the School Health Club Grant program, awarding \$500 each to three clubs: HSE

School Safety Club, HSE Pickleball Club, and Fishers Junior High Yoga Club.

Health Education

In 2025, FHD expanded health education and outreach by adding a second Health Educator, increasing capacity beyond the classroom to better serve young and older adults while strengthening school-based programming. FHD now offers a wider range of evidence-based, ready-

2025 By The Numbers

619

educational sessions

25,030

residents reached through school programs, community presentations, and partner events

to-deliver sessions with many at no cost to community groups. Topics span prevention and wellness across the lifespan, including substance use prevention, mental health, suicide prevention, naloxone education, hygiene, nutrition, fall prevention, and young adult readiness.

Key growth areas in 2025 included mental health training and older adult education. Programs like the American Foundation for Suicide Prevention's Talk Saves Lives, an American Foundation for Suicide Prevention program and Adult Mental Health First Aid training, equip residents to recognize warning signs and connect others to support.

Two staff received training funds from the Hamilton County Council on Alcohol and Other Drugs to offer programs to community members. These efforts complement broader behavioral health programming that promotes help-seeking and builds skills for teens and adults, such as stress management and overdose education.

FHD also expanded older adult education in partnership with the Alzheimer's Association, offering sessions on brain health, dementia awareness, and caregiver support. These efforts aim to increase awareness and connect residents to resources that support next steps and overall well-being.

Impact in Action

- A student who attended every session of FHD's "I'm an Adult, Now What?" series before starting college, shared that the program increased their confidence and preparedness, highlighting the impact of practical, accessible education

Community Partnerships, Outreach, & Grants

Strong community partnerships are essential to resident health and well-being. In 2025, FHD partnered with 116 organizations, including nonprofits, businesses, foundations, and service providers such as Aspire, IU Health, Fishers Youth Initiative, Good Samaritan Network, Shepherd’s Center of Hamilton County, Trinity Free Clinic, and local food pantries.

These partnerships support efforts to connect residents to services, host events, and advance initiatives focused on healthy living, mental health, food security, social connection, and other community needs. Much of this work is led by FHD’s Community Engagement Manager, who facilitates outreach, engagement, and cross-sector collaboration.

Community Engagement Highlights

FHD met residents where they are – schools, libraries, and community spaces – to deliver practical education and prevention services through local partnerships in 2025, including:

- Basic First Aid with Hamilton East Public Library for 12 junior high students and library staff
- Heart health community hike with Fishers Parks, engaging 75+ residents
- Open Gym sessions at Fishers Junior High, in partnership with Fishers Parks, offering free, accessible space for physical activity
- Mobile vaccine events with IU Health, Fishers Youth Assistance Program, and HSE Schools, vaccinating 249 residents
- Healthy Eating on a Budget education at Delaware Township’s food pantry
- Substance use education for parents with Parents of Addicted Loved Ones
- Cybersecurity education for older adults with Hamilton East Public Library
- Two Kicking the Stigma mental health events with Indy Ignite, HSE Schools, and the Colts at Mudsock Night



Photo: FHD staff educating and interacting with local students.

2025 PUBLIC HEALTH DATA

Events Facilitated

Hope for Happiness at the Fishers Farmers Market

FHD supports this student-led, mental health awareness event organized by Bring Change to Mind clubs at Fishers and Hamilton Southeastern High Schools. The event brings together behavioral health organizations to raise awareness and connect residents to services through engaging activities.

Health & Wellness Day at Fishers Farmers Market

This event convenes dozens of local health and social service providers to offer education, screenings, and resource connections. Providers help residents better understand where to turn for a range of health and well-being needs.

Club Day at Fishers Farmers Market

The third annual Club Day featured 24 area clubs, promoting social connection and supporting broader efforts to reduce isolation and strengthen community ties.



Photo: Residents participating in an FHD hosted event.



Photo: FHD staff provide information at the Fishers Farmers Market.

Boo Bash Trick-or-Eat Food Drive at the Fishers Municipal Complex

Trick-or-Eat brought together five area food pantries and Hamilton County Harvest Food Bank for a community-wide food drive addressing food insecurity. The event generated thousands of pounds of donations while raising awareness and increasing access to local resources.

International Survivors of Suicide Loss Day

In partnership with the American Foundation for Suicide Prevention, FHD hosted its second annual event providing a space for remembrance, connection, and support. More than 25 community members attended in 2025 to share experiences and build awareness of resources that support healing and reduce suicide risk.

2025 PUBLIC HEALTH DATA

Grant Programs

FHD leveraged multiple funding sources to distribute grants to community partners in 2025, supporting initiatives that improve access to care, expand fall prevention and older adult services, strengthen mental health supports, and fund student-led wellness efforts.

Grant Source	Grant Program(s)	Grant Partner	Amount Funded
Jim Hallett, of Hallett Sports & Entertainment	School Club Grant Program	Fishers Junior High Yoga Club	\$500
		HSE High School Pickleball Club	\$500
		HSE High School Safety Club	\$500
Health First Indiana	Fall Prevention & Support for Older Adults	Shepherd’s Center of Hamilton County	\$20,000
Cooperative Agreement (CoAg) Funding for School Liaison	Project Hope	Hamilton Southeastern Education Foundation	\$150,000 over 3 years (2025-2027)
	School Nurse Memberships, Includes Vision Resources	Indiana School Nurses Association	\$4,061

Table 4: Grant Programs

Impact in Action

Through FHD’s support for Project Hope, a grant by the local school foundation, facing financial barriers accessed timely, school-linked mental health services. From July to December, 31 referrals from 12 schools resulted in 23 receiving scholarship-supported care, totaling 73 sessions.

The program serves as a short-term bridge to care, with partners also helping families secure ongoing coverage—maximizing access and supporting student well-being and success.


2025 PUBLIC HEALTH DATA


Digital Outreach Metrics

FHD uses its website, newsletter, and social media to share evidence-based information and connect residents with services.

SOCIAL MEDIA






50,929
Impressions


1,319
Engagements


1,402
Followers






321,159
Impressions


14,290
Engagements


5,220
Followers





83,103
Impressions



1,812
Engagements


347
Followers

WEBSITE

Home Page



59,243
Views



26,639
Active Users

Top Pages

- 27%** Homepage
- 9%** Vaccinations
- 4%** Food Grades
- 4%** Clinical Services
- 3%** Community Health Survey

Monthly eNewsletter


11,934
Subscribers


54%
Open Rate

Top eNewsletter Clicks

- Clinical Service & Appointments
- Community Health Improvement Plan survey
- COVID vaccines
- Aging Well series

SECTION 4

Administrative Overview



4.1 Staff Accomplishments

Fishers Health Department staff continued advancing professional development in 2025 through certifications, training, conference presentations, and recognition for their contributions to public health.



Dana Abney
Public Health Nurse

+ Began training to become a Certified Lactation Consultant.



Kacy Brobst
Health Educator

+ Received the City of Fishers SMART Award; featured by CATCH® Global Foundation for educating more than 4,400 students on the harms of e-vaping.



Tim Burbich
Health Inspector

+ Completed FDA Standard 2 (Trained Regulatory Staff) of the Voluntary National Retail Food Regulatory Program Standards.



Emily Edwards
Public Health Nurse Manager

+ Completed NACCHO's Successful People Management training.



Jennifer Engelmann
Assistant Director of Health Operations

+ Selected for the City of Fishers Mayor's Leadership Academy.

ADMINISTRATIVE OVERVIEW



Briggs Gonzalez

Health Inspector

- +** Completed FDA Standard 2; received grant funding to attend the National Environmental Health Association (NEHA) Conference.
-



Laura Gropp

Deputy Director of Finance & Operations

- +** Implemented FHD's in-house billing program to support sustainability; assisted in securing and managing approximately \$150,000 in grant funding.
-



Barbara Hathaway

Vital Records Registrar

- +** Notary Public, Indiana Vital Records Association (IVRA) member and Central Region Chapter Representative; received City of Fishers Entrepreneurial award; trained IU Health Saxony staff on birth records.
-



Monica Heltz

Public Health Director

- +** Served on boards for Indiana Public Health Association (IPHA), the Indiana State Association of City and County Health Officials (INSACCHO), and the Workforce Development workgroup for NACCHO; appointed IPHA President (term begins October 2026).
-



Cheryl Harvey

Public Health Nurse

- +** Received the High Flyer Adult Immunization Advocate Award from the Indiana Immunization Coalition.
-

ADMINISTRATIVE OVERVIEW



Chadon Hudson

Community Health Worker

+ Trained as Instructor for SteppingOn, an evidence-based fall risk reduction program.



Spencer Martin

Health Inspector

+ Attended the National Environmental Health Association national conference.



Alissa Napier

Administrative Assistant

+ Trained in birth and death certificate processing.



Joshua Robinson

Assistant Director of Health Strategy

+ Served on IDOH's State Public Health Data System Advisory Committee; selected as a NACCHO FLEXED Peer Ambassador; invited to NACCHO's Transforming Informatics Summit (Atlanta).



JJ Sharp

Project Manager

+ Serves on the Hamilton County Harvest Food Bank Board; led launch of the inaugural Trunk-or-Eat event at Boo Bash.

ADMINISTRATIVE OVERVIEW



Brittany Cheviron-Smith

Social Worker

- + Trained as an instructor for Adult Mental Health First Aid, PREPaRE Crisis Prevention and Intervention; Supporting Parenting for Anxious Childhood Emotions (SPACE), and multiple American Foundation for Suicide Prevention programs; presented at Indiana Health Care Social Work and NACCHO360 conferences.



Daniel Sterling

Community Health Advocate

- + Served on the Board of Directors for Recovery Café Hamilton County; speaker at Summer of Recovery (Noblesville).



Dan Stuart

Health Inspector

- + Selected for IDOH mobile food operations advisory workgroup; completed FDA Standard 2; received grant funding to attend the NEHA Conference.



Todd Suchy

Building Commissioner & Environmental Services Coordinator

- + Completed 84 hours of professional training.



Katie Wilkinson

Health Educator

- + Earned instructor certifications from the National Council for Mental Wellbeing in Adult and Youth Mental Health First Aid; became a Community Educator for the Alzheimer's Association.



All FHD staff complete National Incident Management System (NIMS) training upon hire to support emergency preparedness.



4.2 Administrative Report

Transparent fiscal reporting is essential to maintaining public trust and delivering high-quality public health services. FHD's 2025 balance sheet is included in the Appendices. Like most Indiana health departments, FHD is primarily funded through property taxes and Health First Indiana (HFI) and continues to operate with one of the lowest property tax rates in the state.

FHD entered 2025 on solid financial footing, supported by a diversified revenue base totaling approximately \$4.2 million. HFI funding accounted for nearly half of total revenue, with additional support from property taxes, grants, clinical services, and licensing fees, reducing reliance on any single source.

The approved operating budget totaled approximately \$1.8 million, with an additional \$2 million in HFI funding (including rollover from 2024), reflecting a strategic focus on sustaining core public health operations and expanding services to meet residents' needs. Actual expenditures remained conservative, with \$1.8 million spent in the operating fund and \$1.5 million in HFI funds, primarily for personnel, representing the backbone of service delivery. Lower-than-expected spending in professional services and supplies reflects careful cost control and strategic pacing to allow for HFI rollover into 2026, when funding is reduced by 73 percent.

FHD closed the year with a strong financial position, including an operating surplus exceeding \$400,000 and approximately \$500,000 remaining in HFI funds. This reflects strong fiscal discipline, effective budgeting, and the capacity to absorb future program expansion, respond to public health needs, or invest in long-term initiatives.

Overall, FHD's financial position reflects stability, sustainability, and readiness, supporting continued delivery of essential services while maintaining flexibility for future priorities. To further strengthen operations and improve health outcomes, FHD actively pursues grant funding and reimbursement opportunities alongside traditional funding sources.

ADMINISTRATIVE OVERVIEW

General Operating Revenue	2025 Budget	2025 Actual
General Property Taxes	\$911,215	\$907,799.74
CVET	\$57,645	\$56,865
Interest	\$100,000	\$32,999.97
Vaccine Revenue	\$30,000	\$392,408.95
Other Clinic Revenue		\$5,187.51
Health Department Licensing	\$160,000	\$218,835.28
Vital Records Certificates	\$70,000	\$129,090
Health Department Inspections		\$1,450
Education Fees		\$2,342.85
Other Fees (Certified Mail Fee)		\$1,298
Total General Revenue	\$1,328,860	\$1,748,277.30
Healt First Indiana Revenue 2025	\$1,930,055.84	\$1,930,056
Healt First Indiana Revenue 2024	\$92,882.37	\$92,882
Grant Revenue	2025 Budget	2025 Actual
Health Issues & Challenge Grant – Community Paramedicine*	\$110,456	\$110,456
NACCHO FLEXED Grant	\$19,986	\$3,331
Vaccine Grant-VFC (2715)*	\$381,464	\$282,016.08
Public Health Preparedness Grant*	\$52,670	\$47,868
Hamilton County Council on Alcohol and Other Drugs	\$4,000	\$4,000
NEHA FDA Grant	\$13,500	\$8,500
CoAg Grant (bal remaining)	\$599,010.58	\$585,087.22
HIC Lead Grant (bal remaining)	\$5,226.74	\$5,227
Total Grant Revenue	\$1,186,313.32	\$1,046,485.30
Donations	2025 Budget	2025 Actual
School Health Club Grant by Jim Hallett (2024 bal remaining)	\$8,750	\$7,250
Total Revenue (not including donations)	\$4,445,229.16	\$4,724,818.60

ADMINISTRATIVE OVERVIEW

Expenses

General Operating Expenses	2025 Budget	2025 Actual
Full-Time Salaries	\$544,037	\$539,727.11
Part-Time Salaries	\$43,650	\$38,936.19
Employee Benefits	\$293,898	\$292,222.32
Operating Supplies	\$356,079	\$356,036.23
Professional Services	\$150,328	\$125,037.85
Comms & Transportation	\$3,639	\$3,625.56
Postage	\$2,000	\$1,760.15
Printing & Advertising		
Refund	\$21,000	\$873.22
Capital**	\$465,889	\$465,889
Total General Operating Expenses	\$1,860,520	\$1,824,107.63
Expenses—Health First Indiana***	2025 Budget	2025 Actual
Salaries	\$928,251	\$793,292.24
Employee Benefits	\$527,158	\$460,049.58
Operating Supplies	\$72,042	\$44,118.79
Professional Services	\$471,580	\$190,322.23
Comms & Transportation	\$10,992	\$9,979.22
Postage	\$1,000	\$1,000
Printing & Advertising	\$9,681	\$5,970.84
Capital	\$2,234	\$2,233.62
Total Health First Indiana Expenses	\$2,022,938	\$1,506,966.52
Total Expenses	\$3,883,458	\$3,331,074.15

*Grants are multiyear grants. The data presented here is 2025 data only for 24/25 grant period and 25/26 grant period.

**Capital earmarked for Health Department Offices/clinic at Community Center from cash balances. Spent down in 2025.

*** Preserve remaining HFI funds to protect programs and services due to state budget cuts.

SECTION 5

2026

Goals







5.1 2026 Goals

In 2026, Fishers Health Department will use findings from the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) to guide its first multi-year strategic plan. These insights, grounded in local data, resident input, and partner perspectives, will shape action on the health issues that matter most to the community.



Building on this foundation, FHD aligned programming, partnerships, and performance tracking in late 2025 and early 2026 around three Community Strategic Health Pillars: **Mental Health Across the Lifespan, Healthy Living, and Aging Well**. Two additional pillars, **Sustainability and Community Input**, and **Excellence in Core Services**, ensure a continued focus on community voice and high-quality public health delivery.

2026 GOALS



1. Advance Mental Health Across the Lifespan

-  Strengthen prevention and early intervention across youth, adults, and older adults by expanding access to evidence-based education, upstream supports, and navigation to care.
-  FHD will prioritize practical, community-based approaches with particular emphasis on youth, families, and young adults that increase awareness, reduce stigma, strengthen connection, and support residents at higher risk through coordinated referral pathways and partner collaboration.

2. Strengthen Healthy Living Through Prevention & Early Action



-  Promote healthier behaviors and reduce chronic disease burden by expanding prevention access, increasing resident engagement in practical health education, and strengthening connections to services and community opportunities that support nutrition, physical activity, and sustained behavior change.
-  FHD will focus on maintaining Fishers' health advantages while ensuring prevention opportunities are accessible and responsive across a growing and diversifying community.

3. Support Aging Well & Safe Independence




-  Expand strategies that help older adults remain safe, connected, and independent in their homes and community, while supporting caregivers and navigation to services and supports.
-  FHD will prioritize injury prevention, mobility and fall-risk reduction, caregiver support, resource navigation, cognitive health awareness, and programs that strengthen social connection and age-friendly access to services.

2026 GOALS

4. Sustain Operations & Use Community Voice to Drive Continuous Improvement

-  Continue strengthening how FHD sustains innovation and services with a data-driven, evidence-informed, and community voice prioritized approach to guide decisions, monitor progress, and improve services.
-  FHD will maintain structured performance tracking and non-taxed revenue opportunities through the departments strategic planning workspace, use measurable objectives to assess progress, and deepen community engagement to ensure priorities remain aligned with lived experience and emerging needs.

5. Excel & Lead in Core Public Health Services

-  Deliver high-quality, resident-centered public health services that protect health day-to-day while strengthening prevention capacity.
-  FHD will continue to improve access, timeliness, and consistency across core functions including communicable disease, clinical preventive services, environmental health protections, vital records, emergency preparedness, and community supports.
-  FHD will use data, evidence, and develop and adapt innovative public health approaches to respond to local needs, improve service deliver, and support sustainable operations.

Appendix



APPENDIX

2025 Health Fund Tax Rates

County	Tax Rate (\$)	Population
Adams County	0.0157	36,650
Allen County	0.0127	402,329
Bartholomew County	0.0181	85,729
Benton County	0.0064	8,883
Blackford County	0.0291	11,730
Boone County	0.0064	80,689
Brown County	0.0154	15,777
Carroll County	0.0013	20,655
Cass County	0.0138	37,836
Clark County	0.0042	130,451
Clay County	0.0166	26,410
Clinton County	0.0171	33,322
Crawford County	0.0329	10,509
Daviess County	0.0120	34,209
Dearborn County	0.0166	51,609
Decatur County	0.0175	26,576
DeKalb County	0.0184	44,535
Delaware County	0.0064	113,106
Dubois County	0.0096	44,016
East Chicago (city)	2.1573*	25,758
Elkhart County	0.0220	208,774
Fayette County	0.0102	23,533
Fishers (city)	0.0100	103,986
Floyd County	0.0100	82,153

County	Tax Rate (\$)	Population
Fountain County	0.0000	17,013
Franklin County	0.0126	23,286
Fulton County	0.0094	20,091
Gary (city)	3.9631*	67,555
Gibson County	0.0124	33,091
Grant County	0.0170	66,524
Greene County	0.0238	31,165
Hamilton County	0.0116	387,036
Hancock County	0.0062	90,969
Harrison County	0.0346	40,437
Hendricks County	0.0093	193,510
Henry County	0.0118	49,137
Howard County	0.0083	83,904
Huntington County	0.0086	37,224
Jackson County	0.0165	47,370
Jasper County	0.0090	33,894
Jay County	0.0235	20,118
Jefferson County	0.0117	33,279
Jennings County	0.0198	27,622
Johnson County	0.0105	174,262
Knox County	0.0090	35,652
Kosciusko County	0.0095	80,892
LaGrange County	0.0119	41,305
Lake County	0.0088	504,612

*Health Department operations funded through General Fund

APPENDIX

2025 Health Fund Tax Rates (Continued)

County	Tax Rate (\$)	Population
LaPorte County	0.0237	111,294
Lawrence County	0.0094	45,568
Madison County	0.0188	135,088
Marion County	0.1879	992,196
Marshall County	0.0134	46,599
Martin County	0.0109	9,856
Miami County	0.0203	34,487
Monroe County	0.0023	143,345
Montgomery County	0.0103	38,954
Morgan County	0.0100	74,967
Newton County	0.0166	14,188
Noble County	0.0120	47,937
Ohio County	0.0043	5,994
Orange County	0.0137	19,834
Owen County	0.0082	21,886
Parke County	0.0049	16,642
Perry County	0.0365	19,389
Pike County	0.0273	12,003
Porter County	0.0087	176,049
Posey County	0.0137	24,988
Pulaski County	0.0077	12,463
Putnam County	0.0141	37,876
Randolph County	0.0114	24,438
Ripley County	0.0155	29,434

County	Tax Rate (\$)	Population
Rush County	0.0207	16,767
St. Joseph County	0.0219	272,861
Scott County	0.0333	25,053
Shelby County	0.0182	45,882
Spencer County	0.0014	20,061
Starke County	0.0107	23,425
Steuben County	0.0019	34,799
Sullivan County	0.0227	20,831
Switzerland County	0.0278	10,037
Tippecanoe County	N/A	190,456
Tipton County	0.0051	15,319
Union County	0.0105	6,863
Vanderburgh County	0.0325	181,995
Vermillion County	0.0139	15,488
Vigo County	0.0421	106,512
Wabash County	0.0178	30,713
Warren County	0.0269	8,474
Warrick County	0.0115	66,803
Washington County	0.0294	28,383
Wayne County	0.0000	66,169
Wells County	0.0063	28,883
White County	0.0038	25,164
Whitley County	0.0194	35,046

**Health Department operations funded through General Fund*

CITATIONS

DLGF County Budget Orders



FHD

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