



FISHERS HEALTH DEPARTMENT

2022 ANNUAL REPORT





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FROM CHIEF MEDICAL DIRECTOR DR. INDY LANE
& PUBLIC HEALTH DIRECTOR DR. MONICA HELTZ,

WELCOME

IT IS OUR PLEASURE TO BRING TO THE PUBLIC the third annual report of the Fishers Health Department. We hope that this record of what we have achieved will serve to highlight the important role public health plays in our community. As we aim to prevent illness, promote health and protect our residents, we help to ensure a strong and vibrant community for all to live, work and play in.

2022 was a year of transition. At the beginning of the year, we saw record numbers of people coming through our small, two-lane COVID-19 testing site. We served over 900 residents a day on our busiest days, far exceeding the 200 per day we thought we could accommodate when we initially opened the site. Thankfully, with vaccinations available for persons aged 5 and older, the impact of the surge in new COVID cases was minimal. By March, we said goodbye to our mass vaccination and testing sites and transitioned to a small clinic space for ongoing vaccination and testing needs. In June, the last of our residents, those 6 months and older, became eligible for COVID-19 vaccinations. Also in June and coinciding with increased availability of home testing and a decrease in ability to track all new COVID-19 cases, we began testing our wastewater for COVID-19 as a form of syndromic surveillance. As COVID-19 cases decreased and became milder, we were able to focus more on other important goals. The intense work and resources we put into the COVID-19 efforts did pay off – Fishers had the highest vaccination rate, and more importantly the lowest COVID-19 mortality rate, of any local health department jurisdiction in the state.

As COVID-19 waned in criticality, we improved processes and cross-trained all clinic staff to be able to administer all childhood and adult scheduled vaccinations. We conducted several vaccination clinics around the community. We deepened relationships with many of our community partners in a variety of ways. We established a relationship with Trinity Free Clinic to provide care and treatment for our residents diagnosed with latent TB infection. We created a partnership with IU Health to increase access to flu vaccination. We partnered with HSE Schools to host a series of back-to-school vaccination clinics. Our staff joined boards and committees to ensure a systemic and partnership-

based approach to addressing root causes of health disparities. We delivered thousands of at-home testing kits to our community partners for distribution. We also improved our inspection and permitting processes. We worked on increasing training standards for pool operators and education for food operators. We enrolled in the FDA's retail standards program to ensure our inspectors were operating at the highest standards. These investments paid off. By the end of the year, we had received a national award for our pool program and had successfully updated our retail food ordinance to establish an evidence-based grading system. We also began managing the Stigma Free Fishers initiative and transitioned those efforts to a more preventative focus while securing a grant to fund a social worker to continue supporting the efforts already being performed by our paramedicine team. The relationships we are developing and the groundwork we are laying will serve the community well for years to come.

Our focus in 2023 is to build a strong foundation of core public health services while continuing to expand our impact and demonstrate what can be done when public health is fully integrated into community operations. With the support of our government, our community partners, and our residents, anything is possible!



DR. INDY LANE



DR. MONICA HELTZ



*Indy Lane, MD, FACOG,
Chief Medical Director of FHD*



*Monica Heltz, DNP, MPH, APRN,
Public Health Director of FHD*



THE FISHERS HEALTH DEPARTMENT MODEL FOR PUBLIC HEALTH

FISHERS HEALTH DEPARTMENT (FHD) ACTIONS THE PUBLIC HEALTH 3.0 MODEL through strategic planning, policy, and programming to ensure every resident has an equitable 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^{1,2}. This approach necessitates emphasizing the importance of health equity, cross-sectoral collaborations, and innovative approaches to policies and programs to address complex physical, social, behavioral, and environmental conditions influencing the health of communities (Figure 1).

As FHD continues to build a strong foundation of core public health services, the department and city will continue to prioritize addressing the broader factors impacting the health and well-being of residents. Delivering on the 10 Essential Public Health Services (figure 2) and addressing social determinants of health in 2023 and beyond will ensure a meaningful transformation of local public health service delivery to best serve the needs of Fishers as the community continues to develop a smart, vibrant, and entrepreneurial city.

DEPARTMENT SERVICES & RESPONSIBILITIES

Fishers Health Department was formed on April 24, 2020, upon the approval of the City Council to create a health department that will be agile, resilient, and proactive in protecting and promoting the health and wellbeing of Fishers residents. As one of three municipal health departments in the state, FHD was borne 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 fore of government policies⁴.

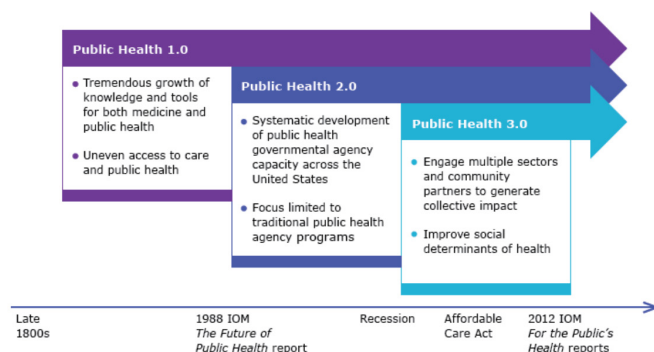


Figure 1. Public Health 3.0

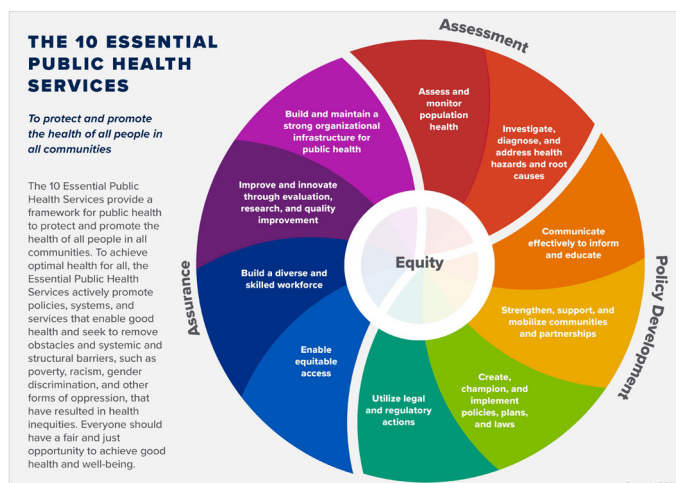


Figure 2. The 10 Essential Public Health Services

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

- **VITAL RECORDS**
- **IMMUNIZATIONS**
- **FOOD SAFETY & PERMITTING**
- **SWIMMING POOLS**
- **MOSQUITO & RODENT (VECTOR) CONTROL**
- **PRIVATE WATER WELL**
- **SEPTIC SYSTEMS**
- **COMMUNICABLE DISEASE & SERVICE**
- **OPEN WATER SAMPLING**
- **HEALTH EDUCATION**

STATUTORY OPERATIONS MANAGED BY THE FHD

- 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, not inconsistent with the rules of the state department, to arrest the progress of contagious or infectious disease
- Making all necessary sanitary and health investigations and inspections

STATUTORY OPERATIONS MANAGED BY THE PUBLIC HEALTH BOARD

- 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
- Confirming the appointment of professional employees who are appointed by the health officer and who meet the qualification requirements of the board for the respective 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



¹Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century.

²More information on social determinants of health, and the role of health departments to improve health and wellbeing is available from the following: [i](#), [ii](#), [iii](#).

³CDC: 10 Essential Public Health Services. Available [here](#)

⁴Indiana Public Health System Review, Dec. 2020. Available [here](#)

FHD ORGANIZATIONAL CHART

Figure 3 displays the current FHD organizational chart. Overseen by the Board of Health and led by Drs. Indy Lane and Monica Heltz, FHD has a core team of full- and part-time employees. This year, two new members joined our Fishers Health Department board. Dr. Michelle Saysana, a pediatric hospital and Chief Medical Officer at IU Health, and Dr. Shobana Pandian a practicing pediatrician through Community Health Network. Our new board members add to a wealth of experience and thought to round out our board leadership. Our current board also includes: Mayor Scott Fadness, Fire Chief Steven Orusa, Kyle Hultgren, Pharm.D, Sal Migliore, MD, and Karen Collins, DVM.

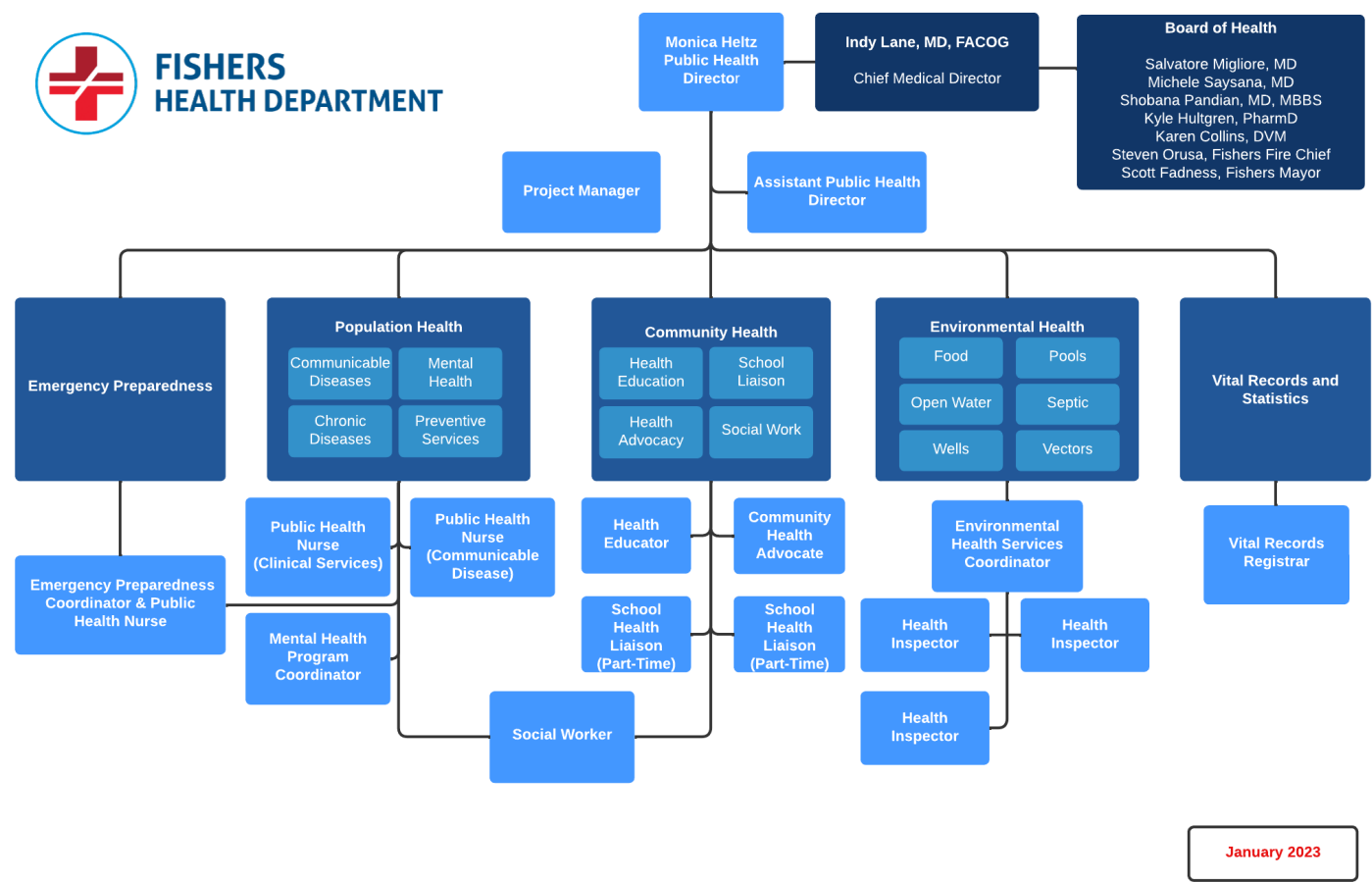


Figure 3. The Fishers Health Department organizational chart

FISHERS HEALTH DEPARTMENT

ACKNOWLEDGEMENTS

THE FISHERS HEALTH DEPARTMENT WOULD LIKE TO ACKNOWLEDGE THE ASSISTANCE AND SUPPORT of many of our community partners and advocates who have made it possible for us to continue to effectively serve our residents. Also, the employees at the City of Fishers who continue to support innovative ways to improve health and wellness for all our residents.

Always, we thank our residents! Our community has shown a high level of support for our staff through times which have not been friendly to public health generally. You received your vaccinations to protect yourself and others, got tested to know when to isolate, and isolated to protect our most vulnerable community members. Your support has kept our community healthy and strong.

Our elected officials, including our Mayor and City Council members, have continued to show unwavering support for our new department through times that have tested all politicians and public health workers. IU Health, who donated hundreds of flu vaccinations and staff hours

partnering with us to provide flu clinics at the farmer's market and in other locations around town. Aspire Indiana Health, who donated thousands of at-home testing kits disseminated to area residents and non-profit organizations by FHD staff. Trinity Free Clinic, who partnered with us to provide assessment and treatment for our uninsured and underinsured residents with latent TB infection. HSE schools, who has teamed up with us to ensure a coordinated approach to back-to-school vaccinations and other services. And our many other partners who supported us and collaborated with us on a variety of efforts.

We received grant, scholarship, and training support from a variety of agencies. These include: Hoosier Uplands, District 5 Healthcare Coalition, Region V Public Health Leadership Institute, the Global Tuberculosis Institute, the Pool and Hot Tub Alliance, the Food and Drug Administration and the Indiana Department of Health and the Centers for Disease Control and Prevention.



CORONAVIRUS COVID-19 (SARS-CoV-2): RECAP RESPONSE ACTIVITIES

COVID-19 MOVES FROM PANDEMIC TO ENDEMIC

THE CITY OF FISHERS CREATED a municipal health department at the outset of the largest pandemic of the last century. The effort required coordination amongst numerous City of Fishers departments and external partners to serve our residents. Previous FHD annual reports recap many of the evidence-informed policy and program approaches used to locally combat the COVID-19 pandemic and provide necessary services to residents.

To provide effective public health services to communities, particularly as a health department builds out service capacity, requires efficiency in planning and action. FHD and the City of Fishers took the challenge of ensuring high levels of COVID-19 service by leveraging limited tax-generated funding, federal reimbursement for COVID-19 services, and creatively seeking meaningful partnerships with community leaders and organizations. An internal after-action review of FHD COVID-19 response activities highlighted the results of those efforts. The outcome of the review was humbling and invigorating. Figure 4 below presents key elements from the review highlighting the population and resources needed

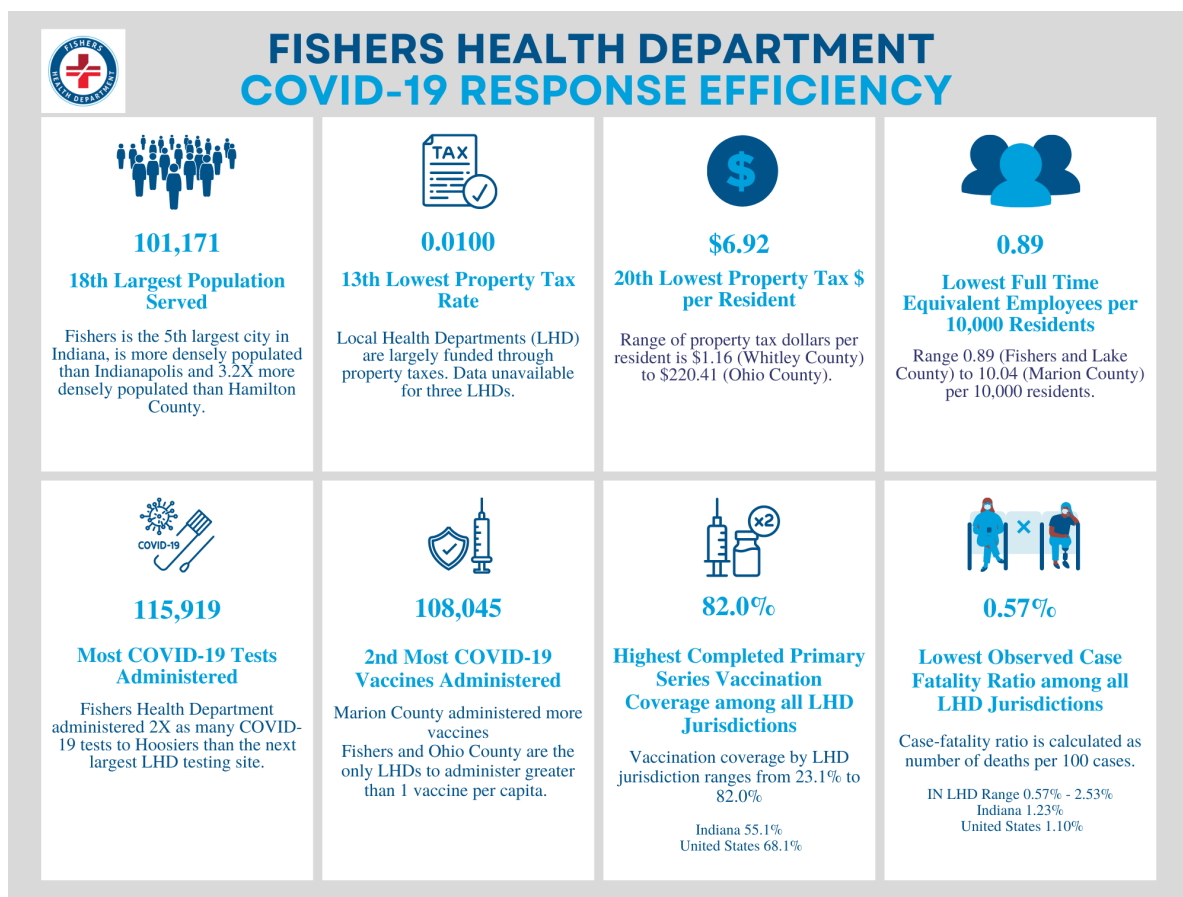


Figure 4. Fishers Health Department COVID-19 Response Efficiency

to serve our residents during the pandemic, as well as key service metrics for vaccines, testing, and two health outcomes.

Briefly, FHD leveraged a small full-time employee staff with low tax funding to efficiently respond to the COVID-19 pandemic in one of the most densely populated cities in Indiana. The number of full-time employees working for FHD during 2022 was the lowest amongst all local health departments in Indiana. Work completed by FHD employees, temporary staff funded through federal reimbursement, other City of Fishers employees, and volunteers allowed for FHD to be the largest volume COVID-19 testing site among all local health departments in Indiana. Our COVID-19 vaccine activities included a high-volume standing clinic and pop-up community-based vaccine clinics to deliver nearly 110,000 vaccines through the end of 2022. Those services and residents' actions, coupled with consistent health education and community outreach, resulted in the highest level of vaccine uptake and lowest observed case fatality ratio amongst all local health department jurisdictions in Indiana.

As the COVID-19 pandemic moves into an endemic phase, FHD looks forward to continually renewing our commitment to effective and efficient services so every resident has many opportunities to achieve their best health.



⁵For prior annual reports, visit www.fishers.in.us/1328/Annual-Report

2022 PUBLIC
HEALTH DATA

COMMUNICABLE DISEASE INVESTIGATIONS, surveillance, and public health mitigation measures are key elements of public health work to reduce or eliminate health risks to the community. The FHD coordinates with the Indiana Department of Health (IDOH) on these activities. Largely conducted by public health nurses, communicable disease investigations and surveillance activities are recorded in the National Electronic Disease Surveillance System (NEDSS) Base System (NBS). The NBS is a CDC-developed electronic disease reporting and case management system. The use of NBS by FHD, IDOH and other health departments across Indiana allows for the identification, monitoring and case management of communicable diseases to reduce exposure risks to others.

The following section reports on the public health data used by FHD for communicable disease investigation and surveillance in 2022.

COMMUNICABLE DISEASES & EVENT REPORTING

Fishers Health Department conducts communicable disease investigations for over 70 reportable conditions defined in 410 IAC. Table 1 displays confirmed cases of reportable conditions in Fishers for 2022 compared to 2021. The highest cases of a reportable condition in 2022 was COVID-19 (10,867 cases) followed by two sexually transmitted

infections (chlamydia and gonorrhea; 258 and 64 cases respectively). Of note, latent tuberculosis (LTBI) case reporting and investigations substantially increased in 2022, likely due to delayed care seeking behavior during much of the COVID-19 pandemic in 2020 and 2021⁶.

New in 2022, FHD joined the Centers for Disease Control and Prevention's National Wastewater Surveillance System for COVID-19 surveillance. In collaboration with the City of Fishers Water Quality Division, samples from the wastewater treatment plant are collected twice weekly and analyzed at a laboratory facility to detect the presence and concentration of SARS-CoV-2, the virus that causes COVID-19 (figure 5)⁷. This evidence-based surveillance tool gives insight into viral shed by symptomatic and asymptomatic individuals infected with COVID-19. The FHD has used wastewater surveillance data as an early indicator of COVID-19 community transmission. For example, FHD found a statistically strong correlation between COVID-19 virus concentration from wastewater samples and 12-day trends in reported cases. Insights from this surveillance method informed policy and program activities (e.g., increasing staffing levels and COVID-19 testing availability, health education to increase awareness of community spread).

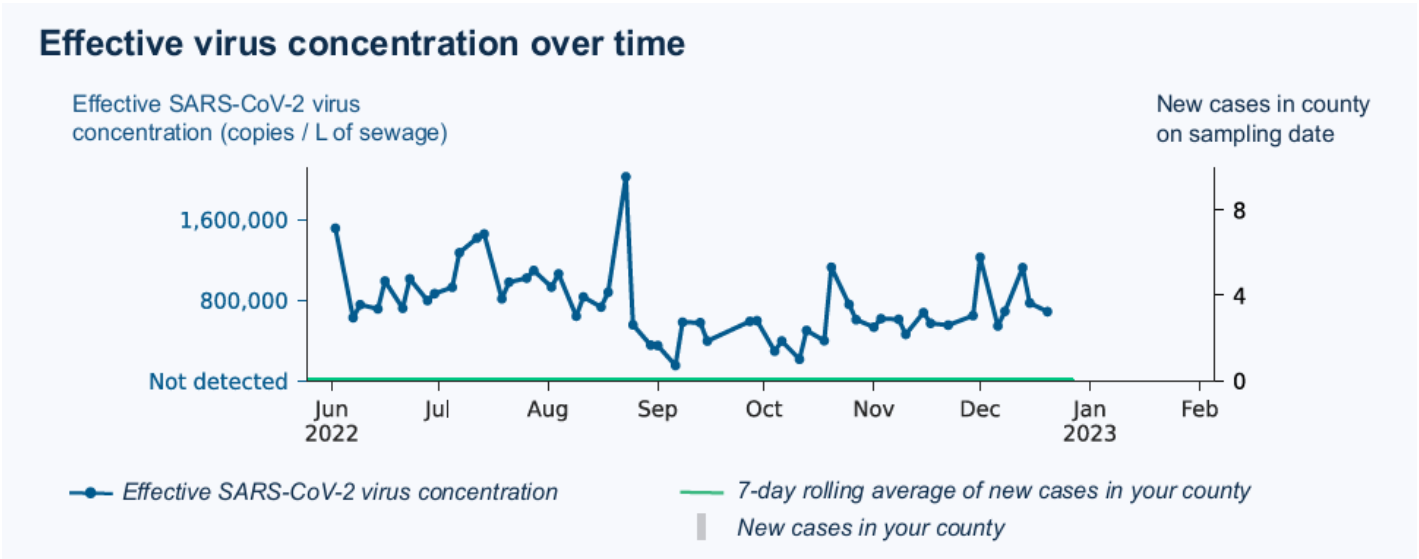


Figure 5. example image of FHD's COVID-19 wastewater surveillance data

Table 1. Communicable Disease & Event Totals in Fishers for 2022 compared to 2021

DISEASE / EVENT	CONFIRMED 2021 CASES	CONFIRMED 2022 CASES
2019 Novel Coronavirus	10,772	10,867
Chlamydia trachomatis infection	255	258
Gonorrhea	52	64
Latent Tuberculosis	17	47
Animal Bites	31	34
Hepatitis C Virus Infection, past or present	7	8
Adult Syphilis	7	7
Salmonellosis, excluding S. typhi and S. paratyphi	8	6
Cryptosporidiosis	Suppressed	5
Legionellosis	Suppressed	Suppressed
Giardiasis	Suppressed	Suppressed
Varicella (Chickenpox)	Suppressed	Suppressed
Campylobacteriosis	Suppressed	Suppressed
Hepatitis B virus infection, Chronic	Suppressed	Suppressed
Histoplasmosis	Suppressed	Suppressed
Strep pneumoniae, invasive	Suppressed	Suppressed
Coccidioidomycosis	Suppressed	Suppressed
Cryptosporidiosis	Suppressed	Suppressed
Haemophilus influenzae, invasive disease	Suppressed	Suppressed
Hepatitis C, acute	Suppressed	Suppressed
Influenza-Associated Death	Suppressed	Suppressed
Lyme disease	Suppressed	Suppressed
Malaria	Suppressed	Suppressed
Monkeypox	Suppressed	Suppressed
Pertussis	Suppressed	Suppressed
Shiga toxin-producing Escherichia coli (STEC)	Suppressed	Suppressed
Shigellosis	Suppressed	Suppressed
Streptococcal disease, invasive, Group A	Suppressed	Suppressed
Tuberculosis	Suppressed	Suppressed
Hepatitis B, acute	Suppressed	Suppressed
Lead	Suppressed	Suppressed

*To ensure confidentiality, it is necessary to suppress data for events with case counts fewer than five.

⁶Impact of COVID-19 Pandemic on Tuberculosis Preventive Services and Their Post-Pandemic Recovery Strategies: A Rapid Review of Literature

⁷<https://www.cdc.gov/nwss/wastewater-surveillance/index.html#how-wastewater-surveillance-works>

ESSENTIAL PUBLIC HEALTH SERVICES

The department's dedicated nursing, environmental, and health education staff provided inspections, approval of health permits and record requests in 2022.

ENVIRONMENTAL HEALTH

The Environmental Health division of FHD protects the wellbeing of residents through enforcement of sanitation standards, compliance of establishments serving food (e.g., restaurants, groceries), inspections of open and communal water sources to minimize potential for water-borne disease transmission, disease control prevention programs to protect residents from disease transmitted by insects and rodents such as vector control (e.g., mosquitoes), and investigating general environmental/health complaints. In addition to the sub-sections below, there were 23 environmental/health complaints submitted online by members of the public unrelated that resulted in 11 inspections.

RETAIL FOOD ESTABLISHMENTS

A total of 448 food establishment permits were issued by FHD and 678 health inspections were performed. There was a total of 37 complaints at retail food establishments in Fishers in 2022. No retail food establishments were permanently closed in 2022 due to issues with sanitation standards. The FHD is one of only a few local health departments in Indiana enrolled in the FDA's Voluntary National Retail Food Regulatory Program Standards and, since approval by City Council in November of 2022, FHD is moving to a letter grading system for retail food establishments for enhanced public transparency. Retail food establishments will be required to conspicuously post letter grades starting September 30, 2023, an evidence-based approach associated with decreased food borne illnesses⁹.

Table 2. Inspections, Permits, & Records

INSPECTIONS, PERMITS, & RECORDS	TOTAL
Permanent Food Establishment Permits	375
Temporary Food Establishment Permits	73
Food Truck Permits	47
Food Facilities Complaints	37
Farmers Market Food Vendor Permits	56
Total Inspections	678
Death Certificate Requests	3,911
Birth Certificate Requests	1,195
Deaths	625
Live Births	551
GRAND TOTAL	6,997



OPEN WATER SOURCES, POOLS, SEPTIC, & WELLS

Inspections of open water sources, recreational water sources (e.g., pools, spas), and septic systems and wells are important in preventing water-borne illness and injury. The FHD monitored 132 water samples from pools and open waterways for safe levels bacteria and contaminants and issued a total of 89 public pool and beach permits in 2022. Eleven private water wells submitted satisfactory laboratory results for safe consumption. To learn more about water sampling and safety, please visit the FHD Environmental Health website.

VITAL RECORDS

Fishers Health Department is responsible for providing vital records pertaining to births and deaths that occur in Fishers, Indiana, from April 24, 2020, to present. FHD provides complimentary onesies to new residents who are born in Fishers. The Vital Records division is supported by FHD's vital record specialist.

VECTOR CONTROL

Vector-borne diseases are spread through contact between infected animals and humans. In Fishers, most vector-borne disease transmission is likely to occur via mosquitoes. The FHD vector control program samples area mosquito populations utilizing trapping and laboratory analysis via the Indiana Department of Health. Once West Nile Virus or other vector-borne disease is identified in Indiana, the FHD assesses public standing water sources and utilizes an environmentally friendly water-soluble larvicide to reduce the potential for contact between mosquitoes potentially carrying disease and residents.

PUBLIC HEALTH EMERGENCY PREPAREDNESS

Fishers Health Department participates in the IDOH Public Health Emergency Preparedness (PHEP) grant program to ensure capable response to public health and healthcare emergencies. The FHD PHEP Coordinator is trained in CDC Public Health Preparedness, National Incident Management Systems, and other state and federal training programs to identify, evaluate, and respond to natural and man-made disasters. Further, the FHD PHEP Coordinator participates and leads city-, county-, and state-level emergency operations planning groups, including the IDOH District 5 Healthcare Coalition Executive Board. In 2022, the PHEP coordinator was also responsible for managing responses to two emergent health issues that impacted Indiana and the broader United States – monkeypox and traveler symptom monitoring for individuals returning from Uganda during an Ebola outbreak. FHD offered the monkeypox vaccine to over 20 individuals. The total number of monkeypox cases in Fishers during 2022 is suppressed due to low counts. There were no reportable cases of Ebola.

CLINICAL SERVICES

Vaccines provide a cost-effective primary prevention strategy to control vaccine-preventable diseases. Fishers Health Department offers all childhood and adult vaccines recommended by the Centers for Disease Control (CDC) and Prevention. Open to all individuals regardless of insurance status, the FHD clinic provided 2,150 vaccines and 175 tuberculosis tests in 2022. Additionally, FHD partnered with Hamilton Southeastern Schools to offer multiple 'back-to-school' vaccination clinics on site at schools and through extended hours at the FHD clinic across July, August, and early September 2022. Supported in collaboration with FHD's grant-funded school health liaison staff member, FHD hosted 15 back-to-school vaccination clinics serving over 300 students to provide recommended and required school-age vaccines.

PUBLIC HEALTH EDUCATION & OUTREACH

The FHD offers a wide array of health education courses, certifications, trainings, and resources on topics ranging from communicable and

chronic diseases, environmental health, sexual and reproductive health, substance use and harm reduction, and many public health topics. FHD's health educator provides offerings to the community via Facebook Live interviews, in-person and virtual trainings, and educational material development.

In 2022, FHD provided 62 community education events with 1,583 participants. Most health education events are offered free of charge. In addition to a large curriculum of existing health education offerings, our health educator can custom-develop appropriate trainings on any public health topic to meet the needs of any group or organization in Fishers.

The FHD also utilizes website updates and social media accounts to provide evidence-based information to thousands of individuals as important tools to expand the reach of public health education. More information on impact from website and social media accounts can be found in the following section.

FHD Digital Metrics, January – December 2022

WEBSITE

Top Pages:

- Testing - 69,482 views
- Fishers Health Department Landing Page - 30,017 views
- Vaccinations And Boosters - 20,829 views
- COVID Landing Page - 18,682 views
- Data Center - 16,875 views

FACEBOOK

- 434,913 impressions
(number of times that any content associated with FHD page was displayed to a user during the reporting period)
- 24,167 engagements
(number of times that users reacted to, commented on, shared, or clicked on FHD posts)
- 1,748 link clicks
(number of times that users clicked on the links within FHD posts)
- 4,292 total followers

TWITTER

- 241,885 impressions
- 6,534 engagements
- 1,357 total followers

YOUTUBE

- 14 videos

MENTAL HEALTH INITIATIVE

Launched in 2015, the City of Fishers' mental health initiative, Stigma Free Fishers, aims to address mental and behavioral health issues within the community. Stigma Free Fishers was integrated into FHD's services in 2021 to complement the existing community paramedicine program that addresses individuals in mental health crises. Fishers Health Department's public health approach will target upstream factors impacting mental health through interventions aimed at prevention for issues such as binge drinking and other substance use, depression, anxiety, and mental distress.

In 2022, FHD continued as a host site for the CDC's Public Health Associate Program with one CDC fellow serving as the department's Mental Health Program Coordinator. In partnership with Fishers Fire Department (FFD), FHD successfully competed for a state-wide funding opportunity that will support a full-time social worker to address health disparities and extend the capacity of FFD's community paramedicine service to address behavioral health issues in our community.

COMMUNITY PARTNERSHIPS AND INITIATIVES

Fishers Health Department collaborated with over 23 area nonprofits, community organizations and area service providers, such as Aspire, IU Health and area food pantries on numerous community-based events and initiatives in 2022. We were a key partner in the annual Hope for Happiness event to highlight mental health. Our staff serve on multiple workgroups, boards, and committees for organizations such as the Hamilton County Community Foundation's Behavioral Health Community Action Plan. We partnered with IU Health to deliver free flu vaccines to over 200 attendees at Fishers Farmer's Market. Working with Aspire, our staff disseminated over 15,000 free at-home COVID-19 tests to residents and clients of area nonprofit organizations. We held on-site vaccination events and tailored health education services in partnership with organizations serving neighbors in need such as Come-To-Me Food Pantry, Hamilton County Humane Society, Good Samaritan Network, and others. FHD will continue to prioritize and strengthen ties with area organizations to ensure a community-based approach for improving the health and wellbeing of all Fishers residents in 2023 and beyond.





STAFF ACCOMPLISHMENTS

Although a new and burgeoning health department, Fishers Health Department staff were busy obtaining certifications, presenting, and garnering awards in 2022.

Dr. Indy Lane, Chief Medical Officer: Castle Connolly Top Doctor's 2022 presented in Indianapolis Monthly. Salute to our Black Medical Heroes George H. Rawls Award, presented at the Indianapolis Public Library.

Monica Heltz, Public Health Director: Presented at the American Public Health Association annual meeting in Boston, MA. Joined the National Association of City and County Health Officials workgroup on workforce development. Selected to participate in the Global TB Institute Echo series on Latent TB Infection. Serves on the board for A Healthier Hamilton County: Systems of Care. Named Healthcare Hero by the Indiana Public Health Association in December 2022. Named Top Honoree of the Indianapolis Business Journal's annual Healthcare Heroes award.

Joshua Robinson, Assistant Director: One of three public health professionals in Indiana accepted to the inaugural Region V Public Health Leadership Institute (RVPHLI). Established by the Region V Public Health Training Center serving Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin, RVPHLI will "set a foundation for emerging leaders as well as strengthen skills for current leaders to recruit and retain a diverse workforce and engage cross-sector partners in addressing the social determinants of health."

Todd Suchy, Building Commissioner and Environmental Services Coordinator: Successfully renewed 27 certifications in a variety of fields. Received the Leadership award from the City of Fishers.

Dan Stuart, Health Inspector: completed the Environmental Sampling Workshop put on by the Indiana Department of Health. Successfully completed all required courses for FDA Standardization. Barb Hathaway, Vital Records Registrar: a Notary Public and member

of the Indiana Vital Records Association (IVRA). Achieved 2 specialist certifications from the IVRA allowing for the use of the designation VRP-S after her name.

Tim Burbich, Health Inspector: worked towards completing required courses for FDA Standardization.

Renee Thomas, Mental Health Coordinator: deployed on assignment by the Centers for Disease Control (CDC) to work on monkeypox.

Spencer Martin, Health Inspector: Accepted the Dr. Neil Lowrey award on behalf of the Fishers Health Department at the annual Pool and Hot Tub Alliance annual meeting. Received certifications from Ivy Tech as a Lead Inspector and Risk Assessor.

Caitlin Shumaker, Public Health Nurse: Nominated for and received Primerica's Main Street Heroes Award honoring nurses, military, first responders and teachers who make significant contributions to the well-being of their communities. Attended the CDC Pink Book immunization training course. Hired in full time grant-funded role following closure of mass vaccination site.

Emily Edwards, Public Health Nurse and Public Health Emergency Preparedness Coordinator: Attended the CDC Pink Book immunization training course. Received a fully funded scholarship to attend the National Association of City and County Health Officials Preparedness conference.

Chadon Hudson, Community Health Advocate: Hired in full time grant-funded role from mass vaccination site.

Kelly Richardson, Public Health Nurse School Liaison: Transitioned from lead contact tracer to grant funded part-time role as School Health Liaison.

Maureen Callahan, Public Health Nurse: Received a full scholarship to the 2022 National Tuberculosis Conference in May of 2022 in Palm Springs, CA. Attended the CDC Pink Book immunization training course.

JJ Sharp, Project Manager: Serves on the Shepherd's Center of Hamilton Co. Program Committee. Hired full-time from mass vaccination site on grant funds. Completed "Getting Things Done" training course.

All Fishers Health Department staff completed the NIMS ICS700 course in 2022.

ADMINISTRATIVE REPORT

TRANSPARENT FISCAL REPORTING

is vital for government organizations and ensures the ability to maintain the trust of Fishers residents and deliver public health services. The 2021 balance sheet for the FHD is listed here in Table 2.

In Indiana, Local Health Departments are funded through property taxes. Among local health departments in Indiana, The Fishers Health Department receives funding based on one of the lowest property tax rates. The Fishers Health Department receives some additional revenues which are incorporated into the annual budget approved by the Health Board and City Council. Vital records fees and licensing fees for food establishments and pools make up the majority of additional revenues.

In addition to property tax funding received for maintenance of core health department functions, the Fishers Health Department seeks out and takes advantage of a variety of grant funding and reimbursement sources to augment the core functions and improve health and wellness outcomes for Fishers residents.

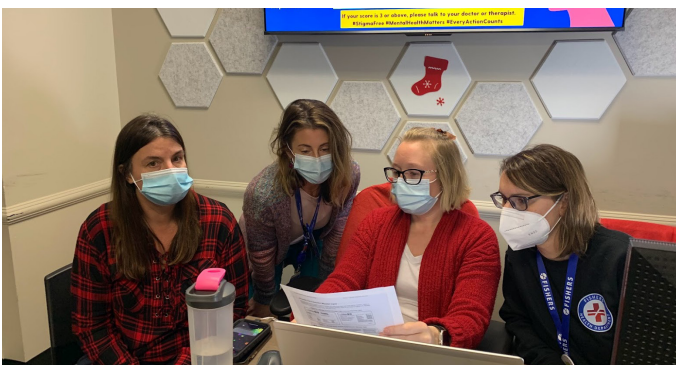
Table 2. 2022 Fishers Health Department Balance Sheet

	2022 ACTUAL	2023 BUDGET
REVENUE:		
General Property Taxes	733,555	841,749
Vaccine Administration Fees	2,856,461	
Health Department Licensing	151,712	180,000
Vital Records Certificates	73,615	60,000
Health Department Inspections	50	-
Other Fees	1,230	-
Refunds	-	-
TOTAL REVENUE	3,816,623	1,081,749
GRANT REVENUE*:		
Local Health Maintenance Fund (2121)	20,701	20,701
Indiana Local Health Trust Funds (2122)	33,188	33,188
FEMA Public Assistance (PA Grant) *	1,991,565	
Vaccine Grant - VFC (2715)	36,792	
Public Health Preparedness 2021	37,576	45,174
Crisis CoAg Grant	330,000	330,000
NEHA FDA Base Grant	3,813	4,750
COVID Testing Grant	100,000	100,000
Public Health Preparedness 2022	20,215	59,137
Health Department Survey Grant	1,000	1,000
Lowry Grant-Pool and Hot Tub	5,000	
COVID Supplemental Workforce Sustainment	50,000	50,000
TOTAL GRANT REVENUE	2,629,850	643,950
TOTAL REVENUE WITH GRANTS	6,446,473	1,725,699
EXPENSE:		
Full Time Salaries	468,215	498,937
Part Time Salaries	546,738	54,080
Employee Benefits	274,239	252,086
Operating Supplies	80,741	132,000
Professional Services	1,608,828	123,000
Comms And Transportation	9,204	16,500
Postage	2,000	5,000
TOTAL EXPENSE	2,989,965	1,081,603
Health Department Net Income	3,456,507	644,096

*- FEMA PA grant revenue shown for expenses incurred in calendar year 2022 which will be received in 2023.

2023 CORE GOALS

AS WE BEGIN OUR FOURTH YEAR OF OPERATION, our goals continue to be refined and expanded. Our staff seek out opportunities to gain additional certifications and trainings, we explore opportunities to improve public health outcomes through smart policies such as ensuring connected and safe trail networks, and we develop our capacity to innovate through ongoing community partnerships. We are comfortable in our ability to perform the core services required at an exceptional level. We now aim to expand those core services to the foundational public health capabilities in conjunction with expectations of the Public Health Accreditation Board and the recommendations of the Governor's Public Health Commission. We continue to participate in professional associations and area partnerships and initiatives to ensure all staff are informed and participating in creating a more effective model for public health both locally and nationally. These efforts continue to bear fruit as our staff gather ideas and resources to craft an approach unique to the needs of the Fishers Community.



GOAL 1: EXCEL IN FOUNDATIONAL PUBLIC HEALTH SERVICES

AREAS OF FOCUS:

- Refine the organizational framework for program management, clinic processes, document management and onboarding.
- Ensure both health inspectors complete the FDA's Retail Program Standards training and continue work toward completing the Voluntary Retail Food Standards
- Incorporate public health preparedness into routine operations.
- Continue quality improvement processes to assure ease of use, quality and increased ability to recapture revenue where able
- Expand the Stigma Free Fishers/Mental Health Initiative into a preventative action-oriented approach including City leadership and staff using a Health in All policy approach
- Continue supporting staff development and training opportunities to increase meaningful certifications and institutional knowledge

GOAL 2: PROMOTE A "CULTURE OF HEALTH AND WELLBEING"

AREAS OF FOCUS:

- Expand the public health communications, education and outreach program
- Coordinate with Parks Department and the Director of Recreation and Wellness to identify opportunities for collaboration to expand health promotion through recreational supports
- Continue to develop network of internal and external partners to encourage a health in all approach to events and planning
- Establish a Community Advisory board to sense check activities and provide consistent and ongoing feedback to FHD administration and the Health Board.

GOAL 3: PREPARE FOR ACCREDITATION

AREAS OF FOCUS:

- Ensure all new initiatives are in line standards outlined by the Public Health Accreditation Board
- Complete the Community Health Assessment
- Initiate Strategic Planning process
- Initiate the Community Health Improvement Plan
- Assess readiness and develop timeline for accreditation

COUNTY TAX RATES

APPENDIX A

COUNTY	TAX RATE (\$)	POPULATION
ADAMS	0.0192	35,367
ALLEN	0.0179	372,575
BARTHOLOMEW	0.0260	82,481
BENTON	0.0058	8,677
BLACKFORD	0.0451	12,013
BOONE	0.0111	65,544
BROWN	0.0360	15,064
CARROLL	0.0218	20,074
CASS	0.0111	37,880
CLARK	0.0239	116,507
CLAY	0.0034	26,234
CLINTON	0.0185	32,273
CRAWFORD	0.0680	10,569
DAVISS	0.0312	33,120
DEARBORN	0.0215	49,479
DECATUR	0.0234	26,562
DEKALB	0.0159	42,927
DELAWARE	0.0132	115,020
DUBOIS	0.0132	42,543
EAST CHICAGO (city)	2.0796*	27,557
ELKHART	0.0258	204,558
FAYETTE	0.0211	23,194
FISHERS (city)	0.0100	99,116
FLOYD	0.0166	77,320

COUNTY	TAX RATE (\$)	POPULATION
FOUNTAIN	0.0300	16,430
FRANKLIN	0.0181	22,774
FULTON	0.0254	20,096
GARY (city)	4.1742*	74,879
GIBSON	0.0140	33,656
GRANT	0.0198	66,452
GREENE	0.0214	32,159
HAMILTON	0.0133	323,117
HANCOCK	0.0088	75,164
HARRISON	0.0401	39,940
HENDRICKS	0.0145	163,799
HENRY	0.0277	48,255
HOWARD	0.0252	82,331
HUNTINGTON	0.0109	36,359
JACKSON	0.0164	44,025
JASPER	0.0143	33,447
JAY	0.0247	20,840
JEFFERSON	0.0151	32,201
JENNINGS	0.0250	27,710
JOHNSON	0.0097	153,716
KNOX	0.0124	37,065
KOSCIUSKO	0.0139	79,035
LAGRANGE	0.0124	39,193
LAKE	0.0056	485,707

COUNTY	TAX RATE (\$)	POPULATION
LAPORTE	0.0305	485,707
LAWRENCE	0.0218	110,154
MADISON	0.0286	45,548
MARION	0.0206	129,455
MARSHALL	0.0129	951,869
MARTIN	0.0130	46,461
MIAMI	0.0279	10,212
MONROE	0.0064	35,815
MONTGOMERY	0.0191	146,461
MORGAN	0.0098	38,287
NEWTON	0.0148	13,992
NOBLE	0.0153	47,506
OHIO	0.0434	5,874
ORANGE	0.0151	19,545
OWEN	0.0070	20,835
PARKE	0.0012	16,946
PERRY	0.0405	19,102
PIKE	0.0401	12,378
PORTER	0.0143	168,636
POSEY	0.0154	25,560
PULASKI	0.0095	12,559
PUTNAM	0.0257	37,384
RANDOLPH	0.0253	24,926
RIPLEY	0.0168	28,391

COUNTY	TAX RATE (\$)	POPULATION
RUSH	0.0294	16,641
ST. JOSEPH	0.0198	270,216
SCOTT	0.0363	23,759
SHELBY	0.0199	44,438
SPENCER	0.0179	20,447
STARKE	0.0113	22,952
STEBEN	0.0102	34,453
SULLIVAN	0.0227	20,730
SWITZERLAND	0.0427	10,685
TIPPECANOE		191,553
TIPTON	0.0148	15,162
UNION	0.0283	7,113
VANDEBURGH	0.0406	181,291
VERMILLION	0.0161	15,539
VIGO	0.0485	107,459
WABASH	0.0150	31,389
WARREN	0.0000	8,237
WARRICK	0.0146	62,280
WASHINGTON	0.0432	27,848
WAYNE	0.0000	66,342
WELLS	0.0057	28,011
WHITE	0.0069	24,149
WHITLEY	0.0359	33,730

*Health Department operations, funded through General Fund



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