



# FISHERS HEALTH DEPARTMENT

2021 ANNUAL REPORT







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

**WHAT A YEAR! IN OUR FIRST FULL CALENDAR YEAR** of operation, the Fishers Health Department achieved more than we could have thought possible, under circumstances that challenged the global community.

At the beginning of the year, we were amidst a surge of COVID cases accompanied by record numbers of hospitalizations and deaths. COVID-19 vaccines had just become available to prioritized healthcare providers. Most of our children were in school on a hybrid schedule or a virtual one. Mask mandates, quarantines, and isolation periods were something all people were now intimately familiar with.

The emergence of mRNA vaccines brought the promise of amazing technological advances and allowed public health workers everywhere to leap into action to deliver these highly effective, preventative measures. On January 9, 2021 the Fishers Health Department received our first delivery of just 200 Moderna vaccines and made plans to deliver those vaccines over a few days to a select few who met criteria and could obtain a coveted appointment. From that time until the end of the year, we administered over 85,000 doses of COVID vaccines.

The Fishers Health Department also continued COVID testing, serving over 55,000 people in 2021, and our contact tracing activities, completing over 20,000 investigations, and notifying over 50,000 contacts in 2021. These numbers are staggering but have resulted in Fishers residents having one of the highest vaccination rates in the state, with over 89% of Fishers adults having initiated the vaccine series by the end of 2021, and one of the lowest death rates.

The City of Fishers has shown what we can do when we come together. The work of the City and the Health Department has been an exemplar to others. Our use of financial resources, reimbursement processes, vacant space, community talents and partnerships has allowed us to benefit not just our own community but surrounding communities as well. Our mass vaccination site served residents from across the state, with initially 50% of those served residing outside of Fishers.

The City has shown what can be done with public resources when there is a will to break from our departmental silos and traditional thinking. We have also seen our city motto of what it means to be “smart, vibrant and entrepreneurial” in action. We should also mention that our City and Health Department staff did all this while still building our health department!

As we head into 2022, and with COVID receding into an endemic state, we look forward to the progress we can make towards improving the health of our residents and becoming the healthiest community in the state. We anticipate leveraging the partnerships we’ve built in times of stress to move our health and wellbeing goals forward. Protecting the health of our residents through a robust inspection process, promoting resident health through health education and health focused events, and preventing health threats through preparedness activities and preventative measures like vaccination campaigns are cornerstones of public health.

The Fishers Health Department intends to take these core activities into the next phase of public health, providing our residents with the highest level of services so that every Fishers resident can express their best possible health through a variety of means. In the City of Fishers, the culture of health we are building is just beginning.

We can't wait for you to be a part what is next.



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) ADVANCES THE CAPABILITIES

of local public health with interventions, policies, and programs focused on the myriad social determinants of health impacting every person's ability to be healthy<sup>1, 2</sup>. Influencing the conditions by which everyone can be healthy or return to a state of desired health – beyond just the absence of physical illnesses – requires emphasizing the importance of health equity, cross-sectoral collaborations, and innovative approaches to evidence-informed policies and programs to address complex physical, social, behavioral, and environmental conditions influencing the health of communities (Figure 1)<sup>3</sup>.

Activated by the need to respond to a global pandemic and recognizing local public health can and should strive for innovation, FHD established core public health programs and laid the foundation for addressing broader factors impacting the health of individuals in 2021 (e.g., initiating a community mental health needs assessment in 2021). The transformation of local public health service delivery by FHD will best serve the needs of Fishers as the community continues developing 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-level 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 whole of the City of Fishers government to provide public health expertise

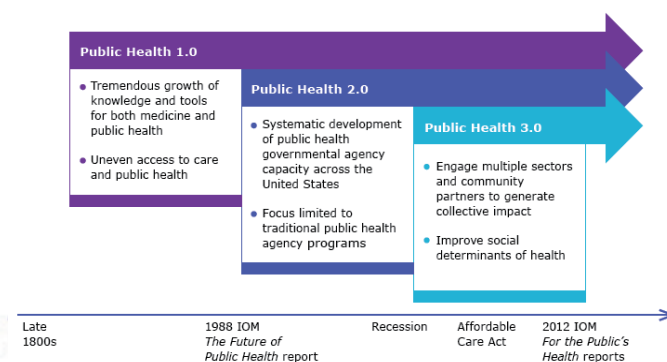


Figure 1. Public Health 3.0

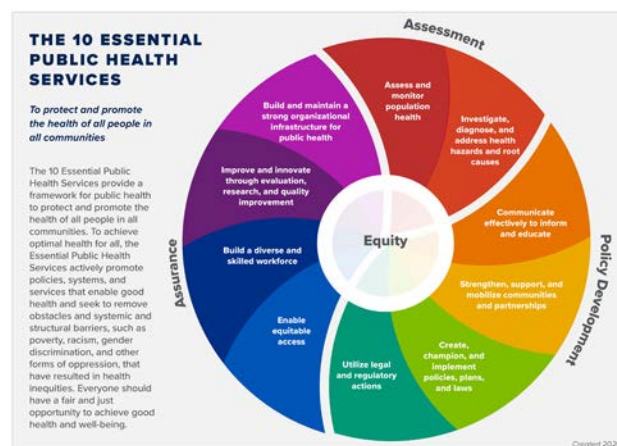


Figure 2. The 10 Essential Public Health Services

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 policies<sup>4</sup>.

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

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

<sup>2</sup>More 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.

<sup>3</sup>CDC: 10 Essential Public Health Services. Available here.

<sup>4</sup>Indiana Public Health System Review, Dec. 2020. Available here.

### FHD ORGANIZATIONAL CHART

The current FHD organizational chart (Figure 3) outlines the divisions for which staff provide essential public health services to the residents of Fishers. 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.

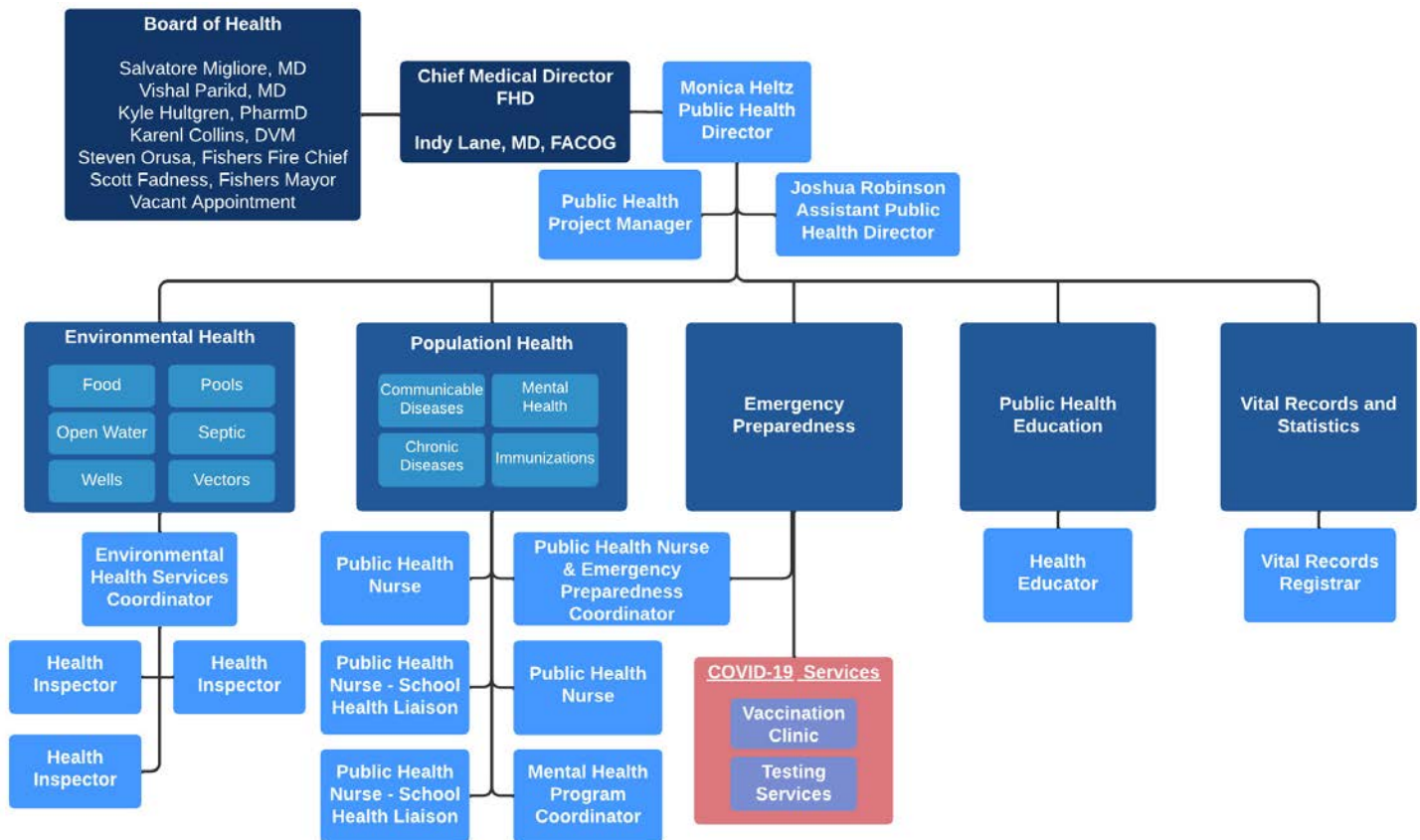


Figure 3. The Fishers Health Department organizational chart



## FISHERS HEALTH DEPARTMENT

# ACKNOWLEDGMENTS

**THE FISHERS HEALTH DEPARTMENT ACKNOWLEDGES** the help of many organizations, departments, and individuals throughout 2021.

First and foremost, the Fishers Health Department would like to thank the residents of the City of Fishers for their consistent support. Your donated meals, cookies, drawings, thank you notes have sustained us during a time when many in public health have felt defeated and demoralized.

Our City Council, who took a leap of faith being the only place in the nation where a health department was started amidst the global pandemic. Your support throughout this past year and facing some public criticism, has shown your strength. Where many public health officials were facing a lack of support from elected officials, you stood strong and were unwavering in your support of our efforts.

Departments in the City of Fishers do not have well-demarcated lines of responsibility, and there is often a great deal of cross-over with

departments. Every department in the City has contributed to the success of FHD in 2021. The Mayor's office, legal, customer success, IT, BSG, Human Resources, Fishers Parks, Permitting & Inspections, the Controller's Office, Economic Development, Public Relations, Fleet, Fire and Emergency Services, Fishers Police Department and Department of Public Works all had integral and critical roles in mass vaccination operations, and other health department activities. Engineering, Planning & Zoning, and Water Quality have also had partnerships with FHD and been important to our success. The City has a staff like no other, and as residents we are all fortunate to benefit from the labors of these dedicated public servants.

Many organizations and businesses have lent their support throughout the year. We have cherished these partnerships and look forward to many more opportunities in the future!

Thank you, Fishers!



## CORONAVIRUS COVID-19 (SARS-CoV-2):

# KEY MITIGATION APPROACHES

**PUBLIC HEALTH TOOLS TO COMBAT** infectious disease outbreaks include pharmaceutical and non-pharmaceutical interventions. Pharmaceutical interventions such as vaccines remain the most effective public health tool to reduce morbidity and mortality associated with infectious diseases. Effective non-pharmaceutical interventions include testing for early case identification, efficient and timely contact tracing to reduce potential secondary transmission, and health education and guidance to members of the public on masking, social distancing, isolation and quarantine.

Fishers Health Department employed an evidence-informed policy and practice approach to minimize the severity of the COVID-19 pandemic locally in Fishers. During 2021, FHD expanded testing and contact tracing services, launched a high-volume COVID-19 vaccination clinic, continuously deployed health education to educate the public on risks of, and guidance for, COVID-19 while maintaining limited public health orders during the first three months of the year. Additionally,

FHD maintained a public COVID-19 hotline that answered more than 9,200 COVID-19 phone calls in 2021. On the following pages are some key highlights of FHD's approach to monitoring and responding to the COVID-19 pandemic.

## COVID-19 TESTING FOR ALL FISHERS & INDIANA RESIDENTS

Testing capacity was expanded in 2021 in recognition of the unique geographic and mobility characteristics of the City of Fishers – Fishers has a population density more than three times higher than Hamilton County, is more densely populated than Indianapolis, and is the sixth most populated city in Indiana<sup>5</sup>. Further, Fishers resides in the second highest ranking county in Indiana terms of community mobility<sup>6</sup>. These factors contribute to Fishers susceptibility to a high rate of community spread of infectious agents such as COVID-19.

During 2021, the FHD's testing site completed 55,582 COVID-19 tests, of which 31,514 tests (57%) were performed through resident-only testing

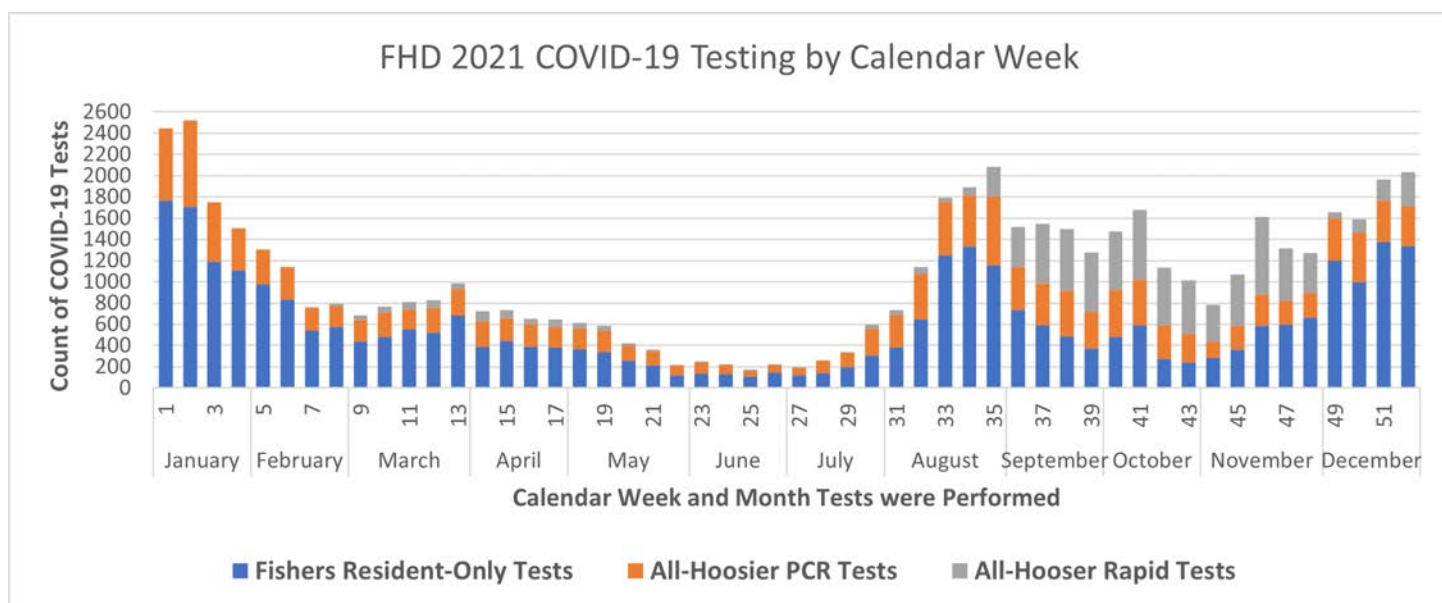


Figure 4. 2021 COVID-19 Tests

<sup>5</sup>U.S. Census Bureau QuickFacts.

<sup>6</sup>Google ® COVID-19 Community Mobility Report.

and 24,068 (43%) performed through the All-Hoosiers state testing collaboration (see Figure 4). The FHD testing site was the highest-volume local health department (LHD) testing site in Indiana, performing 40% more COVID-19 tests than the next highest volume LHD testing site. The FHD testing site, funded completely through federal reimbursement, offered residents of Fishers and central Indiana the opportunity to schedule same-day COVID-19 tests for nearly all of 2021 and provided quick and reliable access to one of the necessary public health mitigation tools to fight pandemics – rapid identification of new cases.

## COVID-19 VACCINATIONS

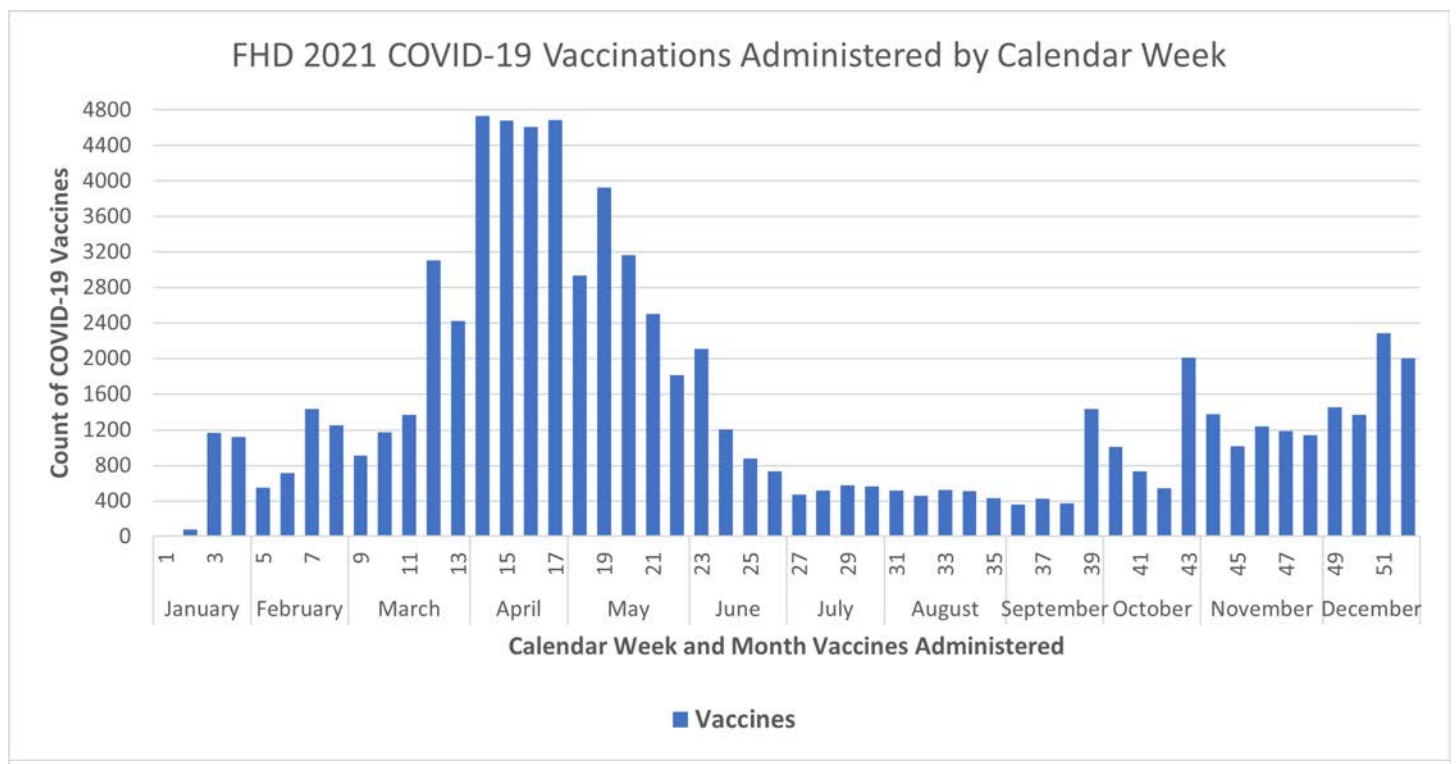
Vaccines significantly contribute to the reduction of avoidable morbidity and mortality across the globe and are among society's most successful public health tools to combat infectious disease<sup>7</sup>. In January 2021, FHD leadership, the FHD Health Board Chair, Mayor Scott Fadness, and other City of Fishers leaders identified and signed a facility lease to open a high-volume COVID-19 vaccination clinic. The FHD's high-volume COVID-19 vaccination clinic, funded completely through federal reimbursement, was a 50,000 square foot facility capable of accommodating up to 2,000 vaccinations per day.

The FHD's COVID-19 vaccine clinic operated six days a week in 2021 and administered 85,244 COVID-19 vaccines, making the clinic the

second largest provider of COVID-19 vaccines amongst all local health departments in Indiana<sup>8</sup>. Fifty-four percent of those receiving a vaccine from FHD's clinic in 2021 were residents of Fishers. Providing this vital public health resource in an easily accessible and high-volume manner facilitated the City of Fishers in achieving significant, and rapid, COVID-19 vaccination coverage, often outpacing uptake across many areas of the United States<sup>9</sup>.

However, some residents required additional assistance to receive public health services due to physical and mental health capabilities or time constraints. The FHD ran a concurrent mobile COVID-19 vaccination initiative during 2021 to administer 241 vaccinations to homebound residents and supported Fishers-based long-term care (LTC) facilities by administering 671 vaccinations to LTC residents. Further, FHD analyzed public health and GIS data in late Spring 2021 that identified disproportionately low vaccine uptake in Fishers-based apartment communities and neighborhoods. Expansion of the mobile COVID-19 vaccine initiative to those areas resulted in 1,750 vaccinations to residents unable to visit the high-volume clinic.

The Fishers community ended 2021 with COVID-19 vaccination uptake rates significantly higher than most other communities in Indiana. By December 30, 2021, over 89% of Fishers adults aged 18 and over and 51% of children aged 5-17 received a COVID-19 vaccine.



<sup>7</sup>U.S. Centers for Disease Control and Prevention.

<sup>8</sup>Marion County Health Department administered over 90,000 vaccinations in 2021.

<sup>9</sup>By May 11, 2021, only 1% of U.S. counties had achieved 50% full COVID-19 vaccination coverage among the then-eligible population Kaiser Family Foundation. Accessed May 17, 2021. Fishers' residents hit this benchmark on April 28, 2021, according to data provided by the Indiana Department of Health.



### CONTACT TRACING FOR COVID-19

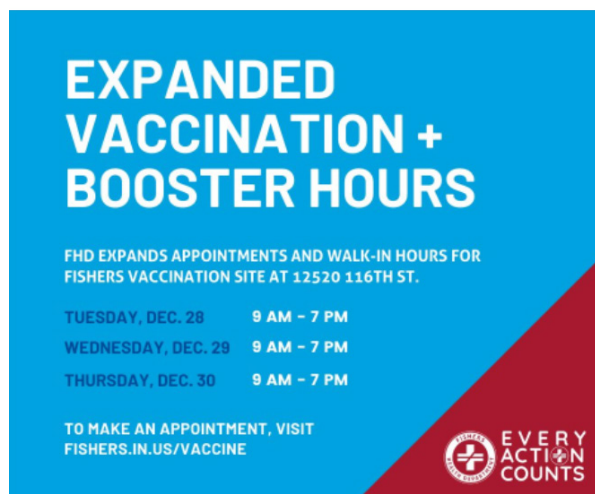
Contact tracing is an effective mechanism to break the infectious disease transmission chain through earlier notification of potential exposure to an infectious disease. Early notification has the potential to prevent onward (secondary) transmission from an infectious person to an uninfected individual. The effectiveness of contact tracing is multifactorial: dependent on the speed with which new cases are identified (i.e., through testing), notified (i.e., receipt of test results), the time it takes to contact individuals who may have been exposed (e.g., close contacts of infectious individuals), and characteristics of communicable diseases such as pathogenic reproduction (i.e., infectiousness – the number of new cases infected by a case).

During 2021, FHD operated a COVID-19 contact tracing department staffed at times by more than 15 contract team members who often worked upwards of 12-hour shifts. The FHD contact tracing team completed over 20,000 COVID-19 case investigations and notified over 50,000 close contacts of potential exposure to someone with COVID-19. While the effectiveness of contact tracing is often difficult to quantify, emerging scientific evidence indicates that efficient, timely, and comprehensive contact tracing is associated with up to a 63% reduction in subsequent new cases<sup>10</sup>. All FHD contact tracing case investigations and close contact notifications in 2021 were completed in under 24 hours.

### COVID-19 HEALTH EDUCATION, PROMOTION, & PROTECTION

Fishers Health Department provided daily information on COVID-19 through social media, newsletters, weekly COVID-19 community video updates, and many other venues to offer current, accurate, and evidence-based guidance to the community.

Our Every Action Counts campaign was offered free of charge to communities across the state in order to promote COVID-19 preventative measures that everyone can take. Numerous social media posts and videos on COVID-19 services and guidance were created during 2021. Weekly email newsletters provided additional information on community COVID-19 transmission data, vaccine and testing services. Daily to weekly videos posted to our website and our social media accounts also kept our residents informed of our local data and metrics throughout 2021.



Sample post from the FHD Facebook page

<sup>10</sup>Fletcher, T and Graeber T (2021). Measuring the scientific effectiveness of contact tracing: Evidence from a natural experiment. *Proceedings of the National Academic of Sciences of the United States of America*. Vol.118(33).

# 2021 PUBLIC HEALTH DATA

**THE FHD PROTECTS THE HEALTH** and wellbeing of the Fishers community through communicable disease investigation, surveillance, and public health mitigation measures to reduce or eliminate health risks to the community.

One primary system used for investigations, surveillance and reporting is 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 communicable diseases to reduce community exposure risks.

The following section reports on the public health data used by FHD for communicable disease investigation and surveillance in 2021.

## CORONAVIRUS COVID-19 INFECTIONS

There were 10,674 reported COVID-19 cases in Fishers in 2021 and three distinct waves of increased community transmission. Figure 5 below displays weekly total cases. The Alpha variant wave caused a 192% increase in peak weekly cases compared to the week before that wave. The Delta variant wave had two distinct periods of increased community transmission, peaking in late November with a 1,360% increase in weekly cases compared week prior to the start of the Delta wave in early July. The Omicron variant wave, stacked on top of the second phase of the Delta variant wave, started in late December (note: Omicron cases did not peak until the second week of January 2022).

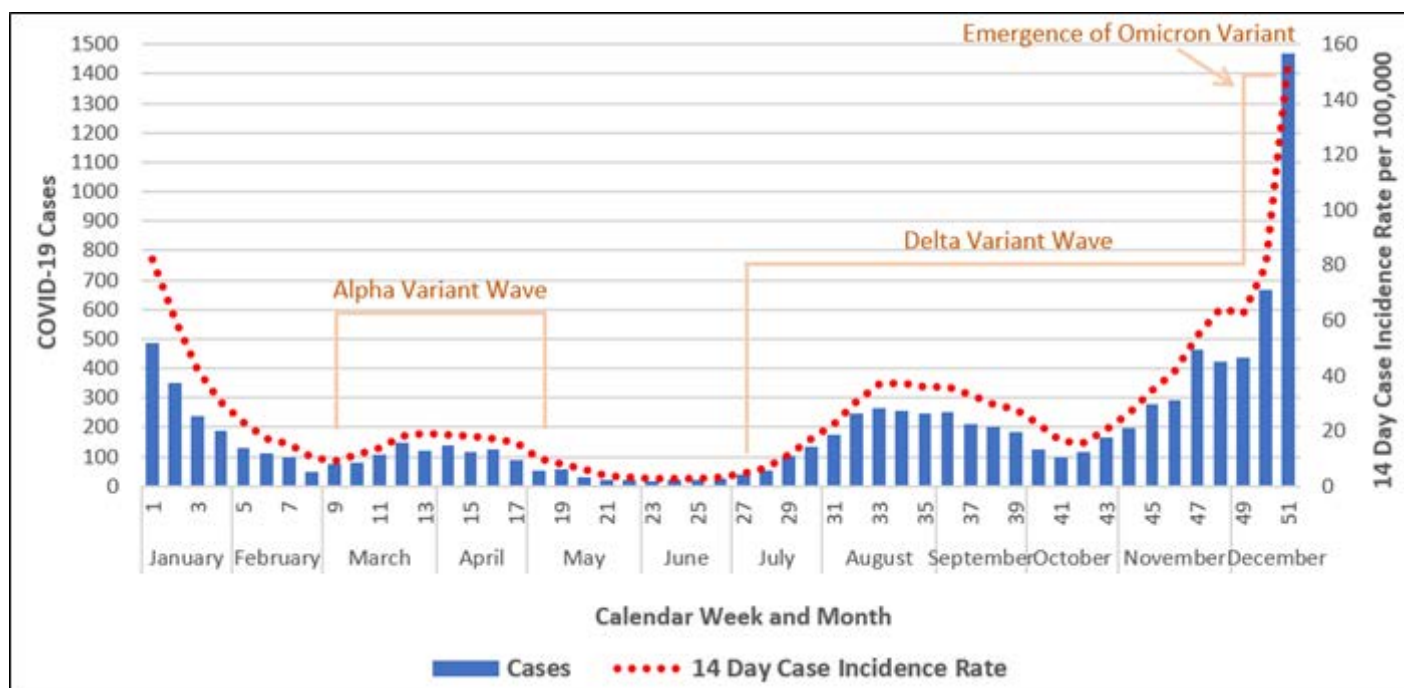


Figure 6. Reported COVID-19 Infections January 1 – December 31, 2021, Fishers Residents, n=10,674

## COMMUNICABLE DISEASES & EVENT REPORTING

Fishers Health Department Public Health Nurses conducted communicable disease investigations for non-COVID-19 communicable diseases listed in Table 1 below. Table 1 displays suspected cases of a communicable disease that required investigation and cases confirmed from investigations. The IDOH retains primary responsibility for conducting sexually transmitted infection (STI) investigations. To ensure confidentiality, it is necessary to suppress data for events with case counts fewer than five.

*Table 1. Communicable Disease & Event Totals in Fishers for 2021 compared to 2020*

DISEASE / EVENT	CONFIRMED 2020 CASES	CONFIRMED 2021 CASES
2019 Novel Coronavirus	7,525	10,674
Chlamydia trachomatis infection	224	255
Gonorrhea	55	52
Animal Bites	40	33
Latent Tuberculosis	18	17
Hepatitis C Virus Infection, past or present	<5	15
Salmonellosis, excluding S. typhi and S. paratyphi	<5	9
Hepatitis B virus infection, Chronic	<5	7
Adult Syphilis	<5	7
Streptococcal disease, invasive, Group A	Suppressed	Suppressed
Shiga toxin-producing Escherichia coli (STEC)	Suppressed	Suppressed
Streptococcal Disease, invasive, Group A	Suppressed	Suppressed
Campylobacteriosis	Suppressed	Suppressed
CP-CRE	Suppressed	Suppressed
Giardiasis	Suppressed	Suppressed
Hepatitis C, acute	Suppressed	Suppressed
Giardiasis	Suppressed	Suppressed
Legionellosis	Suppressed	Suppressed
Coccidioidomycosis	Suppressed	Suppressed
Cryptosporidiosis	Suppressed	Suppressed
Histoplasmosis	Suppressed	Suppressed
Lead	Suppressed	Suppressed
Lyme disease	Suppressed	Suppressed
Multisystem Inflammatory Syndrome (MIS)	Suppressed	Suppressed
Pertussis	Suppressed	Suppressed
Strep pneumoniae, invasive	Suppressed	Suppressed
Varicella (Chickenpox)	Suppressed	Suppressed
Hepatitis B, acute	Suppressed	Suppressed
Hepatitis C Viral Infection, Perinatal	Suppressed	Suppressed
Mumps	Suppressed	Suppressed
Yersiniosis	Suppressed	Suppressed



## PUBLIC HEALTH DATA

### ESSENTIAL PUBLIC HEALTH SERVICES

The department's dedicated nursing, environmental, and health education staff provided inspections, approval of permits and record requests in 2021 indicated in Table 2.

### ENVIRONMENTAL HEALTH

The Environmental Health division of FHD protects the wellbeing of residents through sanitation standards compliance by food establishments (e.g., restaurants, groceries), inspections of open and communal water sources to minimize potential for water-borne disease transmission, and disease control prevention programs to protect residents from disease transmitted by insects and rodents such as vector control (e.g., mosquitoes).

### RETAIL FOOD ESTABLISHMENTS

A total of 287 food establishment permits were issued by FHD and 694 health inspections were performed. There was a total of 32 complaints at retail food establishments in Fishers in 2021. Among the 694 inspections, 83 inspections were flagged for required improvements to pass the health inspection. No retail food establishments were permanently closed in 2021 due to issues with sanitation standards.

### 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 111 water samples for safe levels bacteria and contaminants and conducted 44 pools/spas and 41 environmental inspections. A total of 46 public pool and beach permits were issued in 2021. One private water well 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.

Table 2. Inspections, Permits, & Records

INSPECTIONS, PERMITS, & RECORDS	TOTAL
Death Certificate Requests	3,085
Birth Certificate Requests	1,085
Health Inspections	694
Live Births	615
Deaths	464
Permanent Food Establishment Permits	189
Weekly Pool/Spa Sample Submissions	72
Temporary Food Establishment Permits	65
Farmers Market Registration	56
Public Pool/Beach Permit	46
Pool & Spa Inspections	44
Environmental Inspections	41
Open Waterway Sample Submissions	39
COVID-19 Health and Safety Inspections	34
Food Truck Permits	33
Food Facilities Complaint	32
General Environmental Complaints	17
Private Well Water Construction & Repair	1
<b>GRAND TOTAL</b>	<b>6,612</b>



## VECTOR CONTROL

Vector-borne diseases are spread through contact between infected animals and humans. In Fishers, the likely sources of vector-borne disease transmission are mosquitoes and rodents. 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 grant program to ensure capable response to public health and healthcare emergencies. The FHD hired a Public Health Emergency Preparedness (PHEP) Coordinator in summer 2021, supported by grant funding. 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 on city-, county-, and state-level emergency operations planning groups, including the IDOH District 5 Healthcare Coalition Executive Board.

## PUBLIC HEALTH NURSING: CLINICAL SERVICES: CHILDHOOD AND ADULT IMMUNIZATIONS

Vaccines provide a cost-effective solution to prevent and control vaccine-preventable diseases. Fishers Health Department launched an immunization clinic June 2021 to provide childhood and adult vaccines recommended by the Centers for Disease Control (CDC) and Prevention. The FHD immunization clinic is open to all Hoosiers

and provided 183 vaccines to 63 individuals from June through December 2021. An additional 136 individuals received their annual flu vaccine from the FHD immunization service.



## PUBLIC HEALTH EDUCATION & SOCIAL MEDIA

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<sup>11</sup>. FHD's health educator provides offerings to the community via Facebook Live interviews, in-person and virtual trainings and educational material development. In 2021, FHD provided 52 community education events to the public to 755 participants. Most trainings are free of charge and can be offered to any group or organization in Fishers. In addition to a large curriculum of offerings, our health educator, who is a Certified Health Education Specialist (CHES), can custom-develop appropriate trainings on any public health topic to meet the needs of any group.

FHD's health educator coordinated multiple education outreach events for the department in 2021. In addition to FHD's presence offering vaccines at weekly farmer's markets, we also staffed an information booth featuring topics such as nutrition, oral health, mental health, substance abuse, reproductive health. Partnerships with area service providers, such as Aspire and Unchained Brain allowed for additional informational sources for our residents. We were a key partner in the annual Hope for Happiness event to highlight mental health. We offered a mock restaurant inspection at Touch-A-Truck, pet emergency preparedness kits at Safety Day, and vaccines at Boo Bash, to name just a few.

FHD also utilizes social media accounts to provide evidence-based information to thousands of individuals. Our Every Action Counts campaign for COVID-19 prevention will also be leveraged going forward for other health campaigns. Frequent posts on Facebook, Twitter, and YouTube, as well as a weekly e-newsletter, inform residents of pertinent health topics, area resources, health education events, and updates. FHD also started a TikTok account in 2021 with a series of brief, fun and informative videos aimed at younger audiences.

<sup>11</sup>Fishers Health Department Health Education and Outreach.

## FHD DIGITAL METRICS, JANUARY - DECEMBER 2021

### WEBSITE

**721,551 Total Views; 616,229 Unique Views**

#### Top Pages:

- Vaccinations And Boosters - 170,031 views
- Testing - 138,461 views
- FHD Landing Page - 88,265 views
- School-Based Testing - 74,755 views
- COVID Landing Page - 71,138 views

### FACEBOOK

- 1,595,525 impressions (number of times that any content associated with FHD page was displayed to a user during the reporting period)
- 144,986 engagements (number of times that users reacted to, commented on, shared, or clicked on FHD posts)
- 11,821 link clicks (number of times that users clicked on the links within FHD posts)
- 4,146 total followers

### TWITTER

- 875,843 impressions
- 44,760 engagements
- 1,262 total followers

### YOUTUBE

- 73 Videos
- 6,957 total views



Sample posts from the FHD Facebook page

### 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 2021, FHD successfully competed to become a CDC Public Health Associate Program host site in 2021, onboarding one CDC fellow as the new Mental Health Program Coordinator. The coordinator assisted FHD to launch a mental health community needs assessment in the last quarter of 2021 with data collection and analyses continuing into 2022.

### STAFF ACCOMPLISHMENTS

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

**Dr. Indy Lane** was named as a 2021 Woman of Influence by the Indianapolis Business Journal. In addition to her role as the Chief Medical Officer/Health Officer with FHD, Dr. Lane is also the Physician Executive for the Women's Product Line at Community Health Network. She has also been working on her MBA through IUPUI's Kelly School of Business Physician Executive MBA program.

**Monica Heltz, Public Health Director for FHD**, was selected as a presenter at the American Public Health Association's national conference in October 2021. She was also a panelist on a forum presented by Formstack "COVID-19 Vaccine Rollout Roundtable: Lessons from the Frontlines." Additionally, Monica joined the board of A Healthier Hamilton County: Systems of Care.

**Joshua Robinson, hired as FHD's epidemiologist** in late 2020, was promoted to the role of Assistant Director of FHD in 2021.

**Dan Stuart, FHD food inspector**, received the City's Entrepreneurial Staff Award for 2021 due to his insightful ideas, forward thinking and planning for food quality, and enrollment of the program into the FDA's model foods program.

**Barb Hathaway, Vital Records Registrar**, obtained notary certification and became certified as a Vital Records Professional by the Indiana Vital Records Association.

**Renee Thomas, Mental Health Coordinator**, completed her Masters in Public Health degree. Renee was also inducted into the highly competitive Public Health Associate Program with the Centers for Disease Control and Prevention.

**Aruna Manisekaran, Health Educator**, received her instructor certifications for: ServSafe, Youth Mental Health First Aid, QPR Suicide Prevention and Dementia Friends. These certifications allow her to offer these trainings to the Fishers Community.



# 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 3.

Indiana currently ranks 45<sup>th</sup> in the country in public health funding<sup>12</sup>. 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, as 0.0100 (compared to Hamilton County's at 0.0133).

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. In 2021 those funds allowed us to provide such services as: COVID-19 testing and vaccination, COVID-19 hotline and contact tracing, public health emergency preparedness, vaccines for uninsured and underinsured children and adults, and mental health program coordination.

Table 3. 2020 Fishers Health Department balance sheet

	2021 ACTUAL	2022 BUDGET
<b>REVENUE:</b>		
General Property Taxes	700,244.67	738,407
Health Department Licensing	136,210.00	240,000
Vital Records Certificates	61,225.00	-
Health Department Inspections	200	
Vaccine Revenue	528,310.51	
Other Fees	1,280.00	-
Refunds	1,065.50	
TOTAL REVENUE	1,428,535.68	978,407
<b>GRANT REVENUE*:</b>		
Local Health Maintenance (2121)	20,326	20,700.83
Indiana Local Health Trust Account (2122)	27,432	33,188.42
Public Health Emergency Preparedness (grant cycle 7/1-6/30)**	30,576.86	62,184.08
FEMA Public Assistance (PA Grant)*	6,501,414.31	
Vaccine Grant- VFC (2715)	149,869.12	
Vaccine Grant CARES (1505)	107,499.45	
TOTAL REVENUE WITH GRANTS	8,265,653.42	1,094,480.33
<b>EXPENSE:</b>		
FT Salaries	300,967.86	375,172
PT Salaries	17,141.55	52,000
Employee Benefits	165,822.28	196,185
Operating Supplies	66,589.58	151,050
Small Tools and Equipment	-	32,000
Professional Services	245,550.69	124,000
Legal Services	-	
Comms And Transportation	4,464.98	16,500
Postage	-	5,000
Printing and Advertising	-	15,000
Refunds Awards Indemnities	90	1,000
TOTAL EXPENSE	6,084,920.96	1,057,370.25
<b>HEALTH DEPARTMENT NET INCOME</b>	<b>2,180,732.46</b>	<b>37,110.08</b>

\*FEMA PA partial revenue received in 2021 from 2020 expenses.

\*\*PHEP Grant funded 7.1-6.30 annually thus grant expenses cross years. Grant period 7.1.22-6.30.23 budget unknown

<sup>12</sup><https://www.americashealthrankings.org/learn/reports/2021-annual-report/state-summaries-indiana>

# 2022 CORE GOALS

**IN 2021, OUR FIRST FULL YEAR** in operation, we described our efforts as the “What we HAVE to do” of building the new health department. We focused on achieving the core, required functions of a local health department under Indiana Code in addition to our COVID-19 response activities. Our COVID-19 response activities were centered on local data and transparency through the creation of our dashboards, community risk rating scale, testing and contact tracing.

Our non-COVID activities focused on establishing core standards for local health departments. These included: the ability to produce birth certificates and death certificates, inspection of restaurants and pools, communicable disease investigation for 72 reportable conditions, and maintaining septic tanks and wells.

2021 was our “What do we NEED to do” phase. Our COVID-19 response activities focused heavily on vaccines and outreach, while expanding our testing and tracing capabilities. Our non-COVID activities focused on starting our immunization clinic and our vector control program, gaining knowledge and expertise, and developing standardization of our protocols.

As we head into our third year of building our new health department, we are in the “What CAN we do” phase. We want to assure we have all the pieces in place that will position us become an accredited health department. These include putting in place robust workforce development plans, designing programs with clear, measurable outcomes identified, and maintaining a continuous quality improvement approach to our programs, while utilizing an evidence-informed approach.

## GOAL 1: COMPLETE THE ESTABLISHMENT OF FISHERS HEALTH DEPARTMENT AS A TOP PERFORMING PUBLIC HEALTH DEPARTMENT

Areas of focus:

- Create an organizational framework for program management, clinic processes, document management and onboarding.
- Implement a letter-grade system for food inspections incorporating the FDA's Retail Program Standards inspection process.
- Incorporate public health preparedness into the City's All Hazards plan.

- Conduct a quality improvement process on clinic processes to assure ease of use and ability to integrate COVID services such as testing and vaccination into other clinic functions.
- Evaluate the municipal water code against the Model Aquatic Program standards and recommend improvements.
- Establish leadership and direction of Stigma Free Fishers/Mental Health Initiative.
- Continue staff development activities to increase meaningful certifications and institutional knowledge

## GOAL 2: ESTABLISH AND PROMOTE A “CULTURE OF HEALTH AND WELLBEING” IN THE CITY OF FISHERS.

Areas of focus:

- Develop a comprehensive public health communications program to promote health and well being among Fishers' residents
- Coordinate with Parks Department and others to lead joint co-sponsored events with a focus on health and well-being, and to incorporate a health component into other activities.
- Expand network of community 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: COMPLETE COMMUNITY HEALTH ASSESSMENT

Areas of focus:

- Publish phase 1 findings from focus groups and survey
- Perform and complete a secondary data analysis of Fishers health measures
- Complete a comprehensive primary data survey
- Publish findings from Community Health Assessment
- Make plan for developing Community Health Improvement Plan based on findings

## COUNTY TAX RATES

## APPENDIX A

COUNTY	TAX RATE (\$)	POPULATION
ADAMS	0.0196	35,809
ALLEN	0.0174	385,410
BARTHOLOMEW	0.0382	82,208
BENTON	0.0056	8,719
BLACKFORD	0.0528	12,112
BOONE	0.0069	70,812
BROWN	0.016	15,475
CARROLL	0.0128	20,306
CASS	0.0111	37,870
CLARK	0.018	121,093
CLAY	0.006	26,466
CLINTON	0.0239	33,190
CRAWFORD	0.0471	10,526
DAVISS	0.0268	33,381
DEARBORN	0.0223	50,679
DECATUR	0.0254	26,472
DEKALB	0.0163	43,265
DELAWARE	0.0067	111,903
DUBOIS	0.0127	43,637
EAST CHICAGO (city)	2.4286	26,370
ELKHART	0.0252	207,047
FAYETTE	0.0134	23,398
<b>FISHERS (city)</b>	<b>0.0100</b>	<b>98,977</b>
FLOYD	0.0118	80,484

COUNTY	TAX RATE (\$)	POPULATION
FOUNTAIN	0.0122	16,479
FRANKLIN	0.0169	22,785
FULTON	0.0277	20,480
GARY (city)	4.501	69,093
GIBSON	0.0137	33,011
GRANT	0.0206	66,674
GREENE	0.0244	30,803
HAMILTON	0.0131	347,467
HANCOCK	0.0089	79,840
HARRISON	0.0404	39,654
HENDRICKS	0.0192	174,788
HENRY	0.0248	48,914
HOWARD	0.0252	83,658
HUNTINGTON	0.0107	36,662
JACKSON	0.0163	46,428
JASPER	0.0119	32,918
JAY	0.0325	20,478
JEFFERSON	0.0128	33,147
JENNINGS	0.0251	27,613
JOHNSON	0.0102	161,765
KNOX	0.0095	36,282
KOSCIUSKO	0.0138	80,240
LAGRANGE	0.0129	40,446
LAKE	0.0041	498,700



COUNTY	TAX RATE (\$)	POPULATION
LAPORTE	0.031	112,417
LAWRENCE	0.0238	45,011
MADISON	0.027	130,129
MARION	-	977,203
MARSHALL	0.0061	46,095
MARTIN	0.0135	9,812
MIAMI	0.0286	35,962
MONROE	0.0139	139,718
MONTGOMERY	0.0144	37,936
MORGAN	0.0182	71,780
NEWTON	0.0147	13,830
NOBLE	0.0129	47,457
OHIO	0.043	5,940
ORANGE	0.0096	19,867
OWEN	0.0069	21,321
PARKE	0.0049	16,156
PERRY	0.029	19,170
PIKE	0.0416	12,250
PORTER	0.0121	173,215
POSEY	0.0149	25,222
PULASKI	0.0162	12,514
PUTNAM	0.0158	36,726
RANDOLPH	0.0198	24,502
RIPLEY	0.0214	28,995

COUNTY	TAX RATE (\$)	POPULATION
RUSH	0.0284	16,752
ST. JOSEPH	0.0213	272,912
SCOTT	0.0382	24,384
SHELBY	0.0193	45,055
SPENCER	0.0158	19,810
STARKE	0.0123	23,371
STEUBEN	0.0109	34,435
SULLIVAN	0.022	20,817
SWITZERLAND	0.0196	9,737
TIPPECANOE	-	186,251
TIPTON	0.0195	15,359
UNION	0.0273	7,087
VANDEBURGH	0.0416	180,136
VERMILLION	0.0162	15,439
VIGO	0.0495	106,153
WABASH	0.0223	30,976
WARREN	0.0175	8,440
WARRICK	0.0142	63,898
WASHINGTON	0.0492	28,182
WAYNE	-	66,553
WELLS	0.011	28,180
WHITE	0.0065	24,688
WHITLEY	0.0277	34,191



2 MUNICIPAL DRIVE, FISHERS, INDIANA 46038

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