Aspire
Indiana Health

One Aspire

COMPASSION LEADS, INNOVATION FOLLOWS



Aspire Indiana Health:

A LEGACY OF GROWTH AND INNOVATION

OUR HISTORY: MEETING THE NEEDS OF HOOSIERS FOR 60 YEARS

Aspire Indiana Health has been evolving to meet the changing healthcare needs of Indiana communities for nearly six decades. From its origins as two independent mental health centers to its current status as a comprehensive nonprofit community health system, Aspire has continually adapted to ensure those who face barriers to care receive the support they need.



The journey began in 1966 with the founding of **The Center for Mental Health** in Anderson, later opening an Elwood center in 1977 and another later in Noblesville. A decade later, in 1976, **Tri-County Mental Health Center** was established in Carmel, later opening clinic locations in Noblesville. Lebanon and Indianapolis.



These organizations operated separately but collaboratively, dedicated to serving individuals with serious mental illness under the framework of Indiana's Community Mental Health Centers. Their partnerships with state and local agencies, the judicial system and law enforcement ensured vulnerable populations received the care necessary to achieve stability and independence.

Over time, both organizations recognized the increasing prevalence of co-occurring substance use disorders, homelessness and employment instability among their patients. In response, they introduced addiction treatment services, becoming the first entity in Indiana to receive certification and funding for addiction services, and took over administration of the Madison County treatment facility.

Group homes for people with serious mental illness began in 1979. In 1989, the company's first Housing and Urban Development (HUD) financed housing project opened in Anderson.

In 1992, Tri-County rebranded as **BehaviorCorp, Inc.**, reflecting its expanding services and commitment to meeting the complex needs of Medicaid and Medicare populations.



Mockingbird Hill Recovery Center

UNITING FOR A COMPREHENSIVE APPROACH: THE BIRTH OF ASPIRE

In 2009, The Center for Mental Health and BehaviorCorp merged to form **Aspire Indiana, Inc.** This milestone marked a significant shift in Aspire's identity, transitioning beyond a mental health center into an integrated health provider. Recognizing that mental and physical health are deeply interconnected, Aspire embarked on an ambitious journey to offer **primary medical** care alongside its established behavioral health services.

Aspire obtained certification as a **Federally Qualified Health Center (FQHC) Look-Alike** in 2015, launching its first medical services. Over time, the recruitment of primary care physicians strengthened Aspire's clinical capacity, enabling the organization to deliver holistic care to a growing patient population. To support this expansion, Aspire opened new clinics in Indianapolis, Noblesville and Lebanon, while upgrading existing locations in Anderson and Carmel. Additionally, co-located pharmacy services expanded, ensuring greater medication access and better, more affordable care for patients.

INNOVATION IN RECOVERY: THE WHOLE HEALTH CONTINUUM

Aspire's evolution continued in 2019 with an unprecedented collaboration with **Progress House**, Indiana's oldest and largest recovery residence. Together, they pioneered the **Whole Health Recovery Continuum**, an innovative model that brings addiction treatment, mental health support and medical care under one roof.



A key component of this model was the launch of **Mockingbird Hill Recovery Center** in Anderson in 2021. This facility became a beacon of hope for individuals seeking a pathway to long-term recovery, offering a full spectrum of services including medication-assisted treatment, peer support and comprehensive healthcare. The White House's Office of National Drug Control Policy has recognized Mockingbird Hill as a national model for addiction recovery.

Recognizing the alignment of their missions, Aspire and Progress House formally merged in November 2019. This union further integrated Aspire's healthcare model into recovery services, setting a new standard for addiction treatment in Indiana.

BECOMING A TRUE COMMUNITY HEALTH SYSTEM

With its rapid expansion and diversification, Aspire realized the need to clarify its identity and broaden its outreach. Historically, Aspire had primarily served individuals referred through government and social service agencies. It also worked with companies and unions to serve the behavioral health and substance use needs of employees and their families.

However, many communities, especially those covered by Medicaid and Medicare, found themselves in healthcare deserts with few providers willing to serve them.

In response, Aspire rebranded as **Aspire Indiana Health**, reflecting its transformation into a full-spectrum healthcare provider.

For the first time, Aspire actively marketed its services to the broader public, dramatically increasing access to primary care. This shift led to an exponential increase in medical visits, with expanded staffing and infrastructure investments ensuring sustainable growth.

Internally, Aspire strengthened its support systems, expanding human resources, IT, compliance, marketing, and operational capacity to keep pace with its ambitions. However, as the organization grew, so did the challenge of maintaining cohesion across its many services and locations.

Additionally, Aspire leadership undertook a robust study of its systems and services to better align them with current and future needs of its patients. This alignment process also revealed the need for a new vision for Aspire – of one powerful, cohesive organization.



Aspire's Deaf Services



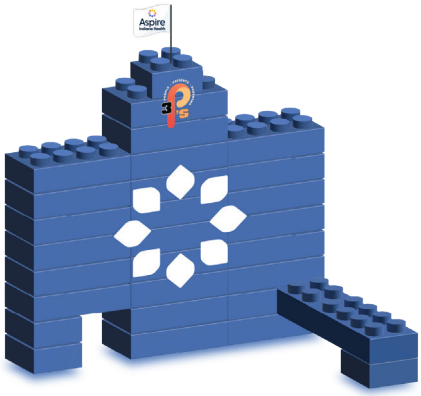
Aspire's Indy Pride Parade team

ONE ASPIRE: OUR NEXT CHAPTER



Today, Aspire stands at yet another pivotal moment. The organization has grown into a diverse network of healthcare services, yet different components have often operated independently, creating barriers to seamless care delivery. To address this, Aspire has launched **One Aspire**, a transformational initiative designed to unify operations, align priorities and create a true **Community Health System** that meets people where they are to provide compassionate, powerful care.

This process began with the creation of a new strategic architecture, including Mission Statement, Vision Statement, company Values, Promises to those it serves and Impact Statement. Far more than words on a page, this foundational work forms the base of everything Aspire will build upon going forward.



What does **One Aspire** mean? At the heart is a fundamental shift in mindset: we are no longer a collection of separate programs but a single, unified force working together to improve lives through compassionate care. Instead of many ships sailing under different flags, we are now navigating as One Aspire – moving forward with a shared mission and purpose.

THROUGH ONE ASPIRE, WE ARE COMMITTED TO:

- **Expanding access** with new clinic locations and service offerings.
- **Strengthening partnerships** with healthcare providers, government agencies and community organizations.
- **Improving crisis response** to provide immediate intervention for individuals in psychiatric distress.
- **Owning and operating our own pharmacies** to improve medication access and affordability.
- **Enhancing recovery services** with additional residential treatment services.
- **Investing in specialized medical care** to address complex health needs.
- **Exploring strategic acquisitions** to extend Aspire's comprehensive healthcare model to more communities.
- **Carrying the message** of this renewed framework through a new branding architecture that reflects and supports One Aspire.
- **Serving with humility**, and understanding we don't serve alone.

Our Strategic Priorities for the Next Three Years

TO REALIZE OUR VISION OF ONE ASPIRE, WE HAVE IDENTIFIED STRATEGIC PRIORITIES THAT WILL GUIDE OUR GROWTH AND TRANSFORMATION OVER THE NEXT THREE YEARS.

These priorities focus on broadening the reach and depth of Aspire's services and program, creating a powerful and engaged workforce to drive our mission forward and enhancing our internal infrastructure to fuel sustainable growth.



Rendering of Winter Contingency Hub



REACH AND DEPTH

Aspire's diverse array of services and programs is already helping nearly 40,000 distinct Hoosiers improve their health and quality of life – through primary medical care, behavioral health services, recovery programming and facilities, and programs addressing social drivers of health. For the next three years, we must focus on increasing the reach and depth of those services.

This means improving timely access to all forms of care so that more people do not face barriers. This will include adding specialty medical care; chronic disease management efforts; establishing a regional crisis response continuum including a crisis center; expanded addiction treatment and facilities; and launching and growing in-house pharmacy services.

We will further expand our reach by looking at potential new locations and acquisitions, and secure partnerships with other providers to fill each others' gaps in care.

WORKFORCE ENHANCEMENT

To carry out this mission, Aspire will need to cultivate a diverse, highly skilled and engaged workforce to deliver and support these services. This also must include robust training and wellbeing programs to retain these employees by providing a sense of belonging and a viable career pathway for them to grow and adapt to a constantly changing healthcare landscape.

We will do this by launching an Aspire Excellence Institute for staff development, including formalized

pathways for medical and clinical training. We will enhance team members' wellbeing through initiatives that lend a feeling of growth, connection and recognition. We will foster a culture of belonging where everyone feels they are included and supported.

As competition for top talent only increases, Aspire leadership also pledges to deliver a total compensation package of salary, benefits and incentives that spurs employee retention and provides the best long-term investment in our workforce.

BUILDING THE INFRASTRUCTURE

With our plans in place for how to grow our services and recruit/retain the people to carry out Aspire's mission, the final leg of our strategy is to build and connect the correct infrastructure so they have the resources to fuel sustainable growth.

This starts with properly telling our story so our People, Patients and Partners all understand and embrace the role Aspire plays in the greater community. A new strategic architecture – Mission, Vision, Values, Tagline and Promises – formst the spine of our tale. It will be broadcast by a reenvisioned, unified brand strategy that reflects and supports the One Aspire vision.

Aspire will simplify its organizational structure and implement development and reporting systems to help them govern well. We will transition to a unified Electronic Health Record (EHR) that integrates all of our pathways of care into a single platform that promotes integrated care within Aspire and supports connection to our healthcare partners.



Our key initiatives in the coming years.

We will develop an improvement plan for our wide array of facilities, ensuring patients and employees enjoy the best caregiving environment possible, and make prudent decisions for managing assets and controlling needed space.

And to help with the sustainability of Aspire's growth, it will expand and strengthen its philanthropic partner network to attract and foster fundraising partnerships to help key programs not just survive, but flourish.

Conclusion:

MOVING FORWARD AS ONE ASPIRE

Aspire Indiana Health has always evolved to meet the needs of our communities. Now, with the **One Aspire** vision as our guiding principle, we are taking our next bold step – creating a truly integrated **Community Health System** where behavioral health, medical care, recovery services and social support services work in unison and with compassion.

Our next three years will be focused on **breaking down barriers to care, elevating the quality of our services and ensuring long-term sustainability**. By expanding access, investing in our workforce, and strengthening our financial foundation, we will continue to bring health, hope and healing to those who need it most. We recognize we can't do this alone, so delivering accountable, collaborative care means pursuing partnerships we value.

Aspire has always been a safety net and a champion for those who face barriers to care. Now, as One Aspire, we are stronger than ever – and ready to shape the future of community health.

We are One Aspire.
And our best work is yet to come.



Our Services

- Primary Care & Family Medicine
- Speciality Medical Services — Dermatology, Rheumatology, Pain Neurology
- Pediatric Programs
- Women's Health Services including Perinatal Care
- Pharmacy Services & affordable medications
- Behavioral Health Services including Group & Individual Therapies
- Same Day Access to Mental Health & Substance use Disorder, Diagnosis & Treatment
- In-Patient Addiction Treatment
- Out-Patient Addiction Treatment
- Residential Recovery Facilities
- Speciality Residential Care for Individuals with Serious Mental Illness
- Deaf Services, including American Sign Language Interpreting Services
- Infectious Disease Treatment — HIV & Hepatitis care, including PrEP (Pre-Exposure Prophylaxis)
- Permanent Housing Options
- Emergency Shelter & Street Outreach for Homeless & Unsheltered Populations
- Mobile Medical Care for the Homeless & other vulnerable populations
- Pathways to Employment
- Legal Support, Benefits Advice, & Transportation services
- Child Advocacy, Forensic Interviewing, & Healthy Body Education
- Home Based Youth & Family Services. DCS programs
- School-Based Services
- Group Home & Community-Based Services
- Crisis Continuum — 24/7 Help-Line, Mobile Crisis Response, & Emergency Room response
- 24/7 Crisis Receiving & Stabilization Unit
- Psychiatric Urgent Care
- Veterans' Programs
- Public Health Planning
- Jail & Court Programs — Working with Criminal Justice System Partners
- Comprehensive Disease Management
- InSHAPE — A wellness program for individuals with enduring health conditions

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