



Health Plus Indiana
Strategic Plan 2026-2030

Mission, Vision, & Strategic Goals

Health Plus Indiana

Our Mission is to support and enhance the health and well-being of the people of Indiana in a safe, inclusive space.

Our Vision is to provide care and improve the quality of life for individuals and their families. We do this by delivering or collaborating with other organizations in health, social, and behavioral programs. We seek to improve the health equity of all communities in the state of Indiana.

Our Strategic Goals are to:

- Expand our capabilities beyond an AIDS Service Organization to better meet the medical, social, and behavioral health needs of our communities
- Decrease or eliminate new HIV diagnoses in our service areas

To achieve our Goals, we adopt the following focus areas

Strategic Focus: Workforce and People

Create the best place to work by fostering a supportive, trauma-informed, and inclusive workplace where staff are valued, well-trained, and empowered to provide exceptional care to underserved communities

Strategic Focus: Services and Quality

Deliver best-in-class clinical services by advancing excellence in care quality, patient experience, access, and accountability, in alignment with Federally Qualified Health Center requirements and standards. Re-establish convenient access to pharmacy services for clients.

Strategic Focus: Awareness

Improve the visibility of Health Plus Indiana (HPI) as an advocate for the HIV community and as a health resource in our service areas

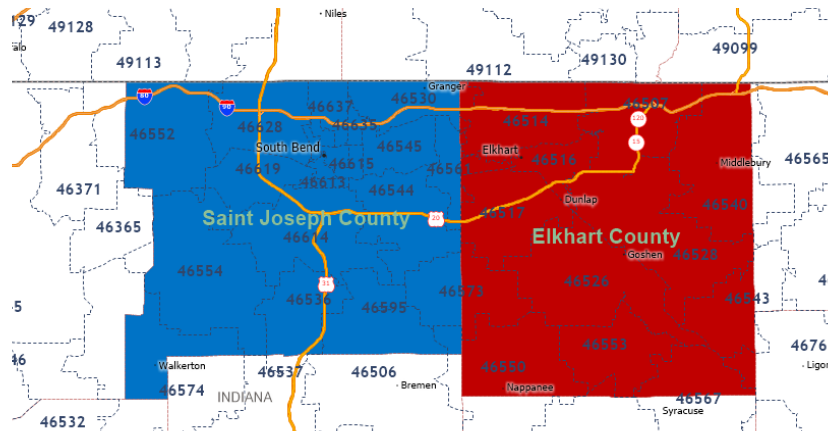
Strategic Focus: Finances

Ensure Health Plus Indiana (HPI) has adequate revenue and capital to sustain its mission. Diversify and expand philanthropy efforts

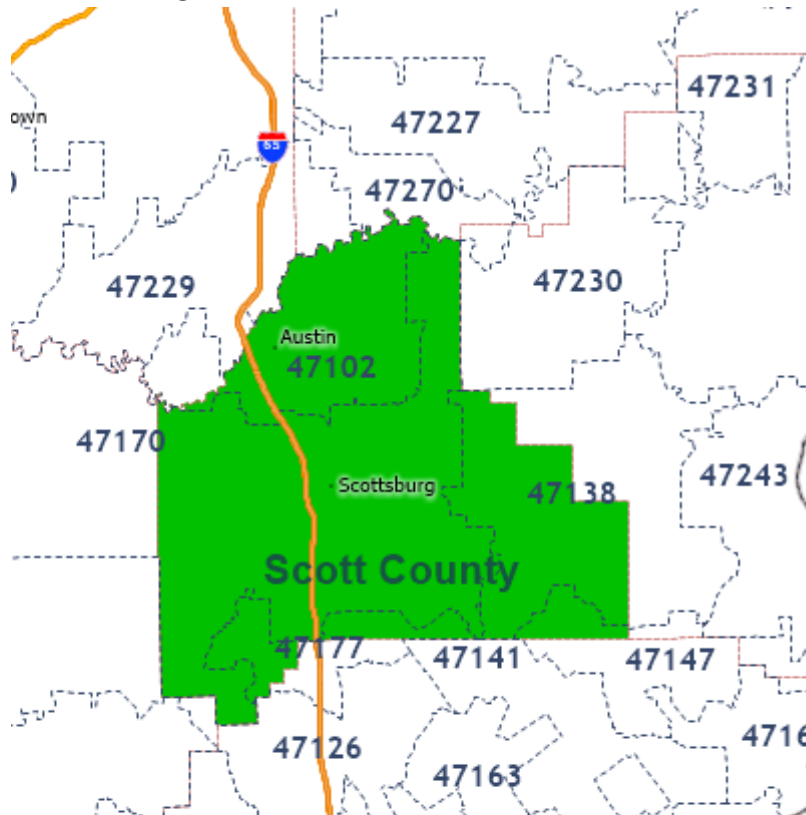
Service Area

The Health Plus Indiana Service Area has two components reflecting its evolving mission. To function as a Federally Qualified Health Center (FQHC), HPI has a northern and southern component.

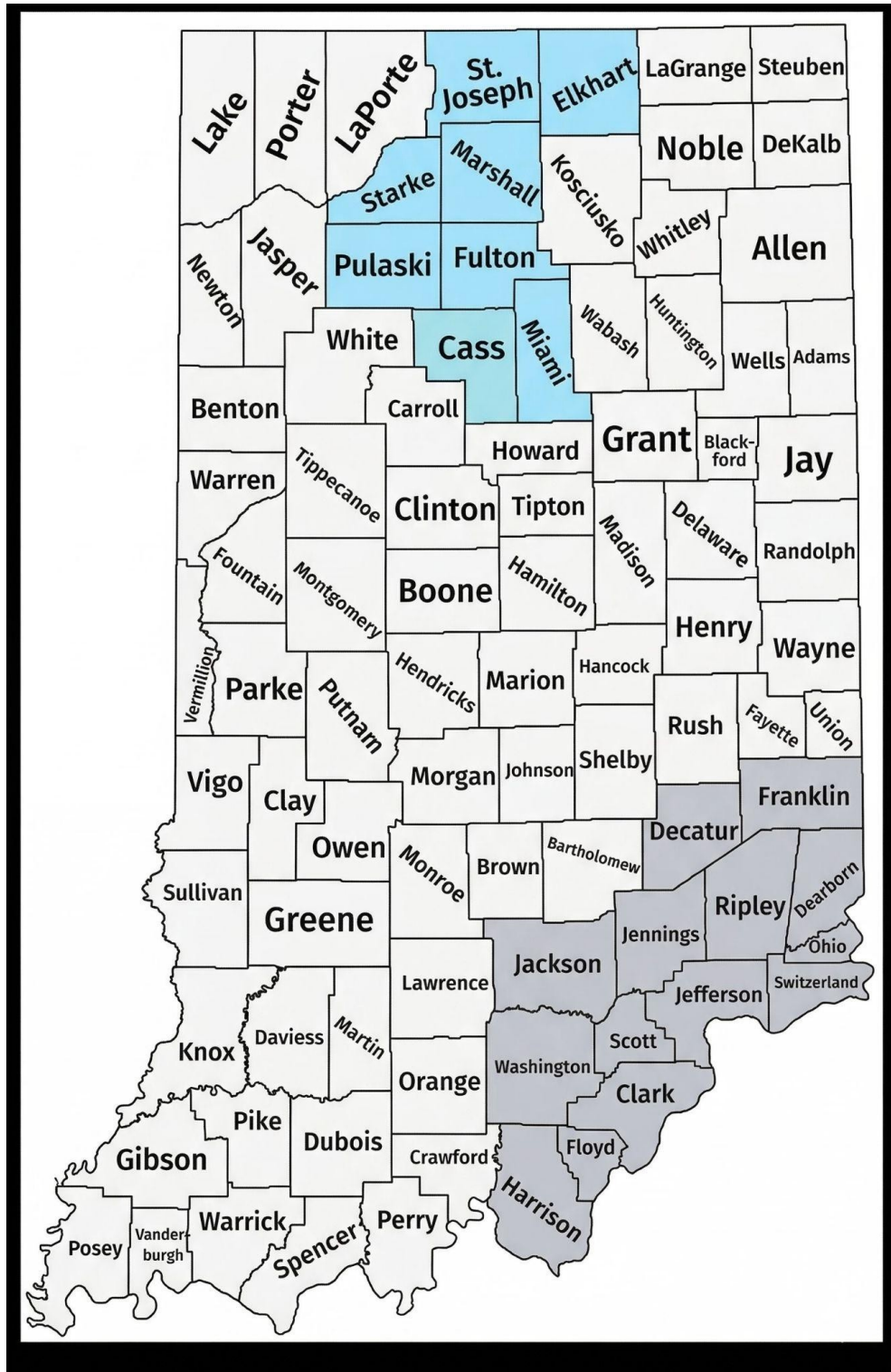
The northern section comprises Saint Joseph and Elkhart Counties, Indiana and the ZIP codes therein:



The southern section comprises Scott County, Indiana, including the towns of Austin and Scottsburg:



For all services, HPI maintains a robust area outlined in blue for the north and grey for the south.



Strategic Focus: Workforce and People

Create a best-in-class work environment by fostering a supportive and inclusive workplace where staff are valued, well-trained, and empowered to function at their highest level

W1: Recruit, develop, and retain a highly skilled, diverse, and mission-driven workforce

W1 Metric: Staff turnover < 25% by 2030.

Tactic: Perform benchmarking of compensation levels biennially to ensure competitive starting and tenured salaries.

Accountability: HR Manager

Timeline: Benchmarks will be completed Q4 2027 and Q4 2029

Tactic: Conduct 30 and 90-day probationary reviews for all staff

Accountability: Directors & Executive Director

Timeline: Implemented by Q2 of 2026

Tactic: Conduct annual reviews for all staff, which include professional development goals

Accountability: HR Board Committee, HR Manager and Directors

Timeline: Completed yearly starting Q3 2026

Tactic: Perform a review of all Job Descriptions annually to ensure accuracy and reflect the current operating environment. Ensure job descriptions for directors identify mission-critical responsibilities and identify an alternate (peer) or delegate (subordinate) to perform these functions if needed.

Accountability: Compliance Director

Timeline: Completed by Q4 of 2026 and updated annually

W2: Establish/maintain an adequately staffed provider team clinically relevant to the diverse needs of our Service Areas.

W2: Metric: >95% of billings are submitted by the medical team within a 72-hour period of services performed.

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Tactic: Perform a bi-annual assessment of provider load to ensure acceptable levels of performance

Accountability: Compliance Manager

Timeline: Implemented Q1 2027

Tactic: Biannually reassess the medical, social, and behavioral needs of the service area to identify gaps in provider access. Incorporate these findings in a provider recruitment plan.

Accountability: Directors

Timeline: Completed in Q2 2027 and Q2 2029

Tactic: Expand provider recruitment efforts to include additional opportunities, namely the National Health Service Corps.

Accountability: HR Manager and Executive Director

Timeline: Completed Q1 2028

W3: Ensure governance membership and performance are fully compliant with Health Resources and Services Administration (HRSA) FQHC requirements.

W3: Metric: Achievement of FQHC-LA designation

Tactic: Engage legal counsel to assess current and required board composition per HRSA regulations.

Accountability: Executive Director

Timeline: Completed Q1 2026

Tactic: Institute membership adjustments as advised by legal counsel.

Accountability: Board President

Timeline: Completed Q1 2026

Tactic: Communicate HRSA requirements and expectations to board members to achieve FQHC designation. Ensure board performance meets or exceeds HRSA requirements (i.e., attendance, documentation, voting procedures).

Accountability: Executive Director

Timeline: Completed Q1 2026

Strategic Focus: Services & Quality

Deliver best-in-class clinical services by advancing excellence in care quality, patient experience, access, and accountability, in alignment with Federally Qualified Health Center requirements and standards. Establish convenient access to pharmacy services for clients.

S1: Achieve Federally Qualified Health Center- Lookalike (FQHC-LA) designation

S1 Metric: Achievement of FQHC-LA designation

Tactic: Complete the required preparation and document assembly to ensure compliance with HRSA standards for FQHCs.

Accountability: Executive Director

Timeline: Complete by Q2 2026

Tactic: Submit a formal application for FQHC designation.

Accountability: Executive Director

Timeline: Complete Q2 2026

Tactic: Secure and re-commit to area partners to provide needed care for HealthPlus Indiana clients.

Accountability: Executive Director

Timeline: Completed Q1 2026

S2: Establish convenient access to pharmacy services for clients.

S2 Metric: Client usage of 340B contract pharmacies >50%

Tactic: Evaluate expansion pharmacy partnership options to provide medications to HealthPlus Indiana clients

Accountability: Executive Director

Timeline: Complete by Q4 2026

Tactic: Implement the 340B drug discounting program. Ensure patients and staff are educated on procedures and compliance requirements.

Accountability: Operations Director

Timeline: Complete Q2 2026

S3: Evaluate non-medical client support needs to identify Social Determinants of Health challenges.

S3 Metric: Increase in the number of service units for the social determinants of health by 10%

Tactic: Identify transportation needs and expand capabilities as indicated and affordable

Accountability: Services Director

Timeline: Expand by Q3 2028

Tactic: Identify housing needs and expand capabilities as indicated and affordable

Accountability: Services Director

Timeline: Expand by Q4 2029

S4: Exceed state and federal guidelines for client HIV viral suppression rates.

S4 Metric: >95% of clients achieving viral suppression

Tactic: Track viral suppression rates in accordance with required reporting requirements. Provide quarterly updates to the board.

Accountability: Clinic Director

Timeline: Quarterly Reports given starting Q3 2026

Strategic Focus: Awareness

Improve HPI's visibility as an advocate for the HIV community and as a health resource in our service areas.

A1: Expand the network of volunteers supporting HealthPlus Indiana.

A1 Metric: Net increase in volunteer hours and number of volunteers by 10%

Tactic: Dialogue with existing volunteers to identify key satisfiers and dissatisfiers of their service. Remediate dissatisfiers as feasible.

Accountability: Directors

Timeline: Beginning Q1 2027

Tactic: Identify and participate in opportunities to promote HPI as a volunteer destination.

Accountability: Directors and Board Members

Timeline: Starting Q2 2027

A2: Maintain and expand programs as feasible, raising awareness of HIV and STI prevention, available testing resources, prophylaxis, and management.

A2 Metric: Increase the number of client contacts outside of the clinic by 25%

Tactic: Continue to try to implement the Syringe Service Program (SSP) and safe use site, while providing street-medicine and harm reduction initiatives

Accountability: Directors

Timeline: Implement Q3 2028

Tactic: Implement a mobile outreach program that focuses on underserved populations, including rural service areas

Accountability: Executive Director

Timeline: Implement Q1 2028

A3: Increase and diversify promotional activities.

A3 Metric: A communications plan is created and implemented

Tactic: Engage board members in speaking opportunities, expanding the awareness of HealthPlus Indiana and its Mission

Accountability: HR/Development Manager

Timeline: Q2 2027

Tactic: Evaluate the need and cost-effectiveness of paid marketing efforts.

Accountability: Finance Director, HR/Development Manager

Timeline: Q1 2027

Tactic: Develop multiple strategies to disseminate information and maintain contact with clients, donors, sponsors, and volunteers. Potential options are email newsletters, social media, and website governance.

Accountability: HR/Development Manager

Timeline: Q4 2026

Tactic: Equip board and staff members with appropriate message points and guidelines regarding advocacy

Accountability: HR/Development Manager

Timeline: Q1 2027

Strategic Focus: Finances

Ensure HealthPlus Indiana has adequate revenue and capital to sustain its mission. Diversify and expand philanthropy efforts

F1: Achieve budgeted performance. Diversify revenue streams to decrease reliance on grant funding

F1 Metric: Achievement of budget. Revenue in excess of expenses by at least 2%.

Tactic: Create a multi-year financial forecast capturing grants, fee-for-service revenue, and philanthropy.

Accountability: Executive and Finance Directors

Timeline: Q3 2027

Tactic: Create annual budgets for each major service of HealthPlus Indiana.

Accountability: Finance Director

Timeline: Q1 2027

Tactic: Adjust financial reporting and systems as appropriate to support operations and mission objectives, namely Ryan White/HIV and FQHC.

Accountability: Executive Director

Timeline: Q3 2027

F2: Increase fundraising efforts

F2 Metric: Philanthropy revenue in excess of fundraising budget expenses

Tactic: Research philanthropy efforts of similar organizations to identify best practices.

Accountability: HR/Development Manager

Timeline: Q3 2026

Tactic: Develop a philanthropy plan to increase the number of donors and the amount of donations.

Accountability: HR/Development Manager

Timeline: Q2 2026

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Tactic: Increase communication with donors/potential donors

Accountability: Development Manager

Timeline: Q4 2026