

The image shows the exterior of the Sidney & Lois Eskenazi Hospital, a modern multi-story building with a facade of blue-tinted glass panels and white structural elements. The name 'SIDNEY & LOIS ESKENAZI HOSPITAL' is visible on the upper right portion of the building. In the foreground, there is a landscaped area with green trees, large light-colored rocks, and a white pickup truck parked on the left. To the right, there are modern glass-walled entrance structures with white metal frames. A blue car is parked on the far right. A semi-transparent white rectangular box with a black border is centered over the middle of the image, containing the title text.

SIDNEY & LOIS ESKENAZI HOSPITAL
STRATEGIC PLAN PRELIMINARY WORKING DRAFT
STEPHANIE KOSSO
PBHL-H 401
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EXECUTIVE SUMMARY

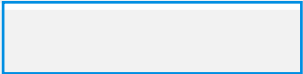
Executive leadership and the Board of Trustees at Eskenazi Health have decided it's time for a new strategic plan in 2026. Dr. Lisa Harris, the CEO, will lead this process along with the Health and Hospital Corporation of Marion County Board of Trustees. Strategic planning is important because it helps guide the hospital's mission, vision, and values.

Eskenazi Health is currently going through a state cut of \$38 million in funding that helped pay for care for uninsured patients, and total losses could be around \$125 million. On top of that, federal Medicaid cuts from the "One Big Beautiful Bill Act" will cost Indiana hospitals billions over the next ten years. These changes mean we have to create a plan that will ensure we keep serving our community the best we can.



PLAN TO PLAN

Timeline	Key Activities
March – May 2026	– Form strategic planning committee. – Gather data for environmental assessment. – Analyze service area and competitors.
June 2026	– Review environmental scan and internal data. – Conduct SWOT analysis in small groups. – Ensure that vision and mission are aligned
July – August 2026	– Draft strategic initiatives. – Share draft with planning committee for feedback. – Refine goals, objectives, and action steps.
September – October 2026	– Present draft to Board of Trustees. – Incorporate feedback. – Final approval by the Board of Trustees.
November 2026	– Communicate final plan to all employees. – Assign responsibility for initiatives. – Begin execution of action plans.





OBJECTIVES FOR THE STRATEGIC PLANNING PROCESS



EXECUTIVE LEADERSHIP & BOARD OF DIRECTORS CHARGE

The Board of Trustees and Executive Leadership are the primary owners for the strategic planning process and plan development. Dr. Lisa Harris, CEO, will be the designated Executive Leader of the strategic planning process with the responsibility of overseeing and monitoring planning progress. The process will be participatory, involving input from physicians, patients, staff, community stakeholders, and the Eskenazi Health Foundation.



KEY FACTORS



Get input from doctors, nurses, staff, and community members so everyone feels heard and supports the final plan.



Be transparent including the \$38 million state funding cut, so everyone understands the decision-making process.



Communicate clearly throughout the process so people know what's happening, what's expected of them, and how they can contribute.



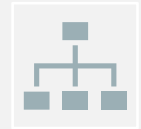
Keep Eskenazi's mission at the center of every decision, which is all about caring for vulnerable populations in Indianapolis, no matter what.



Ensure stakeholders are on the same page including Dr. Lisa Harris and the Board of Trustees.



Pay attention to threats, opportunities and changes in healthcare that could affect Eskenazi.



Create a plan that can adjust to the changes made in healthcare.



MISSION STATEMENT

The mission of Eskenazi Health is to:

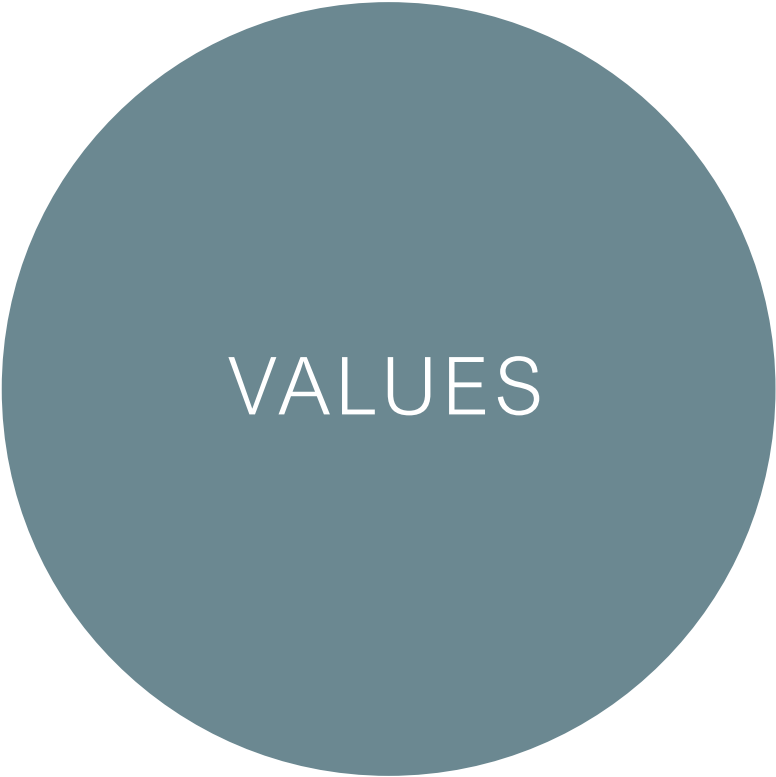
- Advocate.
- Care.
- Teach.
- Serve.

With special emphasis on the vulnerable populations of Marion County.



VISION STATEMENT

Eskenazi Health will enhance continuously our ability to meet the needs of the underserved and all people of Marion County, will be sound economically, and will lead innovatively in clinical care, research, education, and service excellence.



VALUES

- Professionalism.
- Respect.
- Innovation.
- Development.
- Excellence.

ENVIRONMENTAL ASSESSMENT

CONSUMER & DEMOGRAPHICS

- Marion County's population is aging, with the number of residents over 65 expected to grow significantly in the next decade.
- Older adults require more healthcare services, especially for chronic conditions like diabetes, heart disease, and hypertension.
- Patients today act more like consumers, they research hospital ratings online and expect convenience and easy access.
- Telehealth demand remains high since the pandemic, especially for follow-up visits and mental health services.

HEALTHCARE REFORM & POLICY CHANGES

- Indiana cut \$38 million in annual funding that helped cover care for uninsured patients.
- The "One Big Beautiful Bill Act" includes federal Medicaid cuts projected to cost Indiana hospitals billions over the next decade.
- These funding changes put financial pressure on Eskenazi, which already operates on thin margins.
- Eskenazi is asking departments to reduce budgets by 3.5% to help offset losses.

INFORMATION TECHNOLOGY

- Telehealth has become a standard part of care delivery.
- Artificial intelligence is beginning to be used for diagnostics, scheduling, and administrative tasks.
- Electronic health records continue to evolve, requiring ongoing investment and training.
- Eskenazi's new Pharmacy Central Fulfillment Center uses automation to improve efficiency.

HEALTH INSURANCE TRENDS

- More patients are enrolled in high-deductible health plans, making them more sensitive to costs.
- Insurance companies are pushing for value-based care models that reward outcomes over volume.
- Commercial insurers are narrowing their networks, which can affect patient choice.

PHYSICIAN WORKFORCE

- There is a nationwide shortage of primary care physicians and certain specialists.
- Recruiting and retaining physicians is more competitive than ever.
- Eskenazi's partnership with IU School of Medicine helps attract medical residents and fellows who may stay after training.

HOSPITAL PERFORMANCE & QUALITY



Medicare and Medicaid are increasingly tying reimbursement to quality metrics like patient satisfaction, readmission rates, and infection rates.

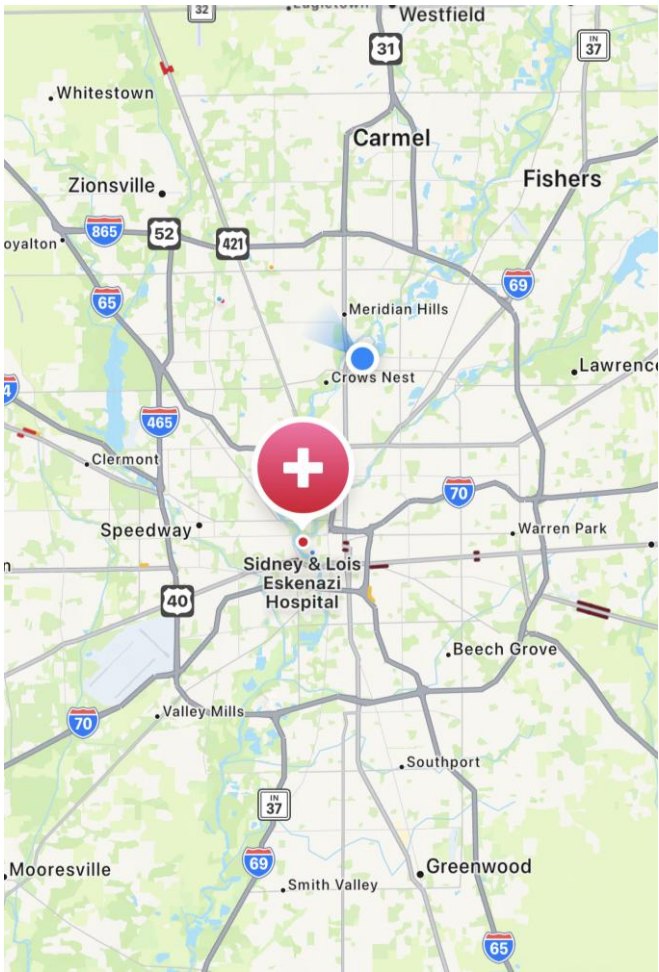


Hospitals are being measured more on patient outcomes rather than volume of services provided.

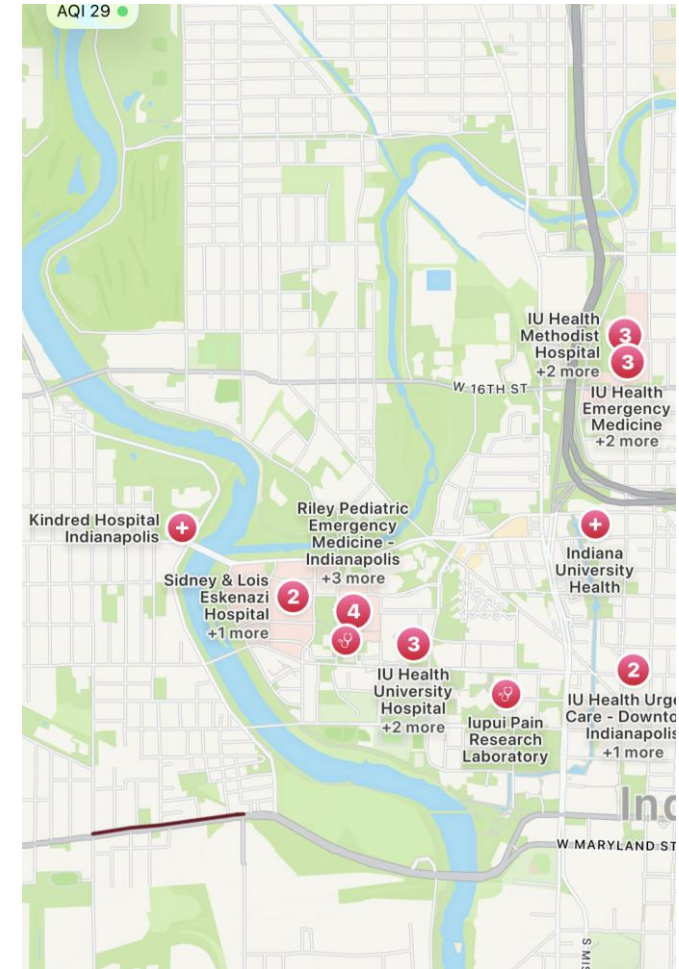
SERVICE AREA ANALYSIS



SERVICE AREA MAP

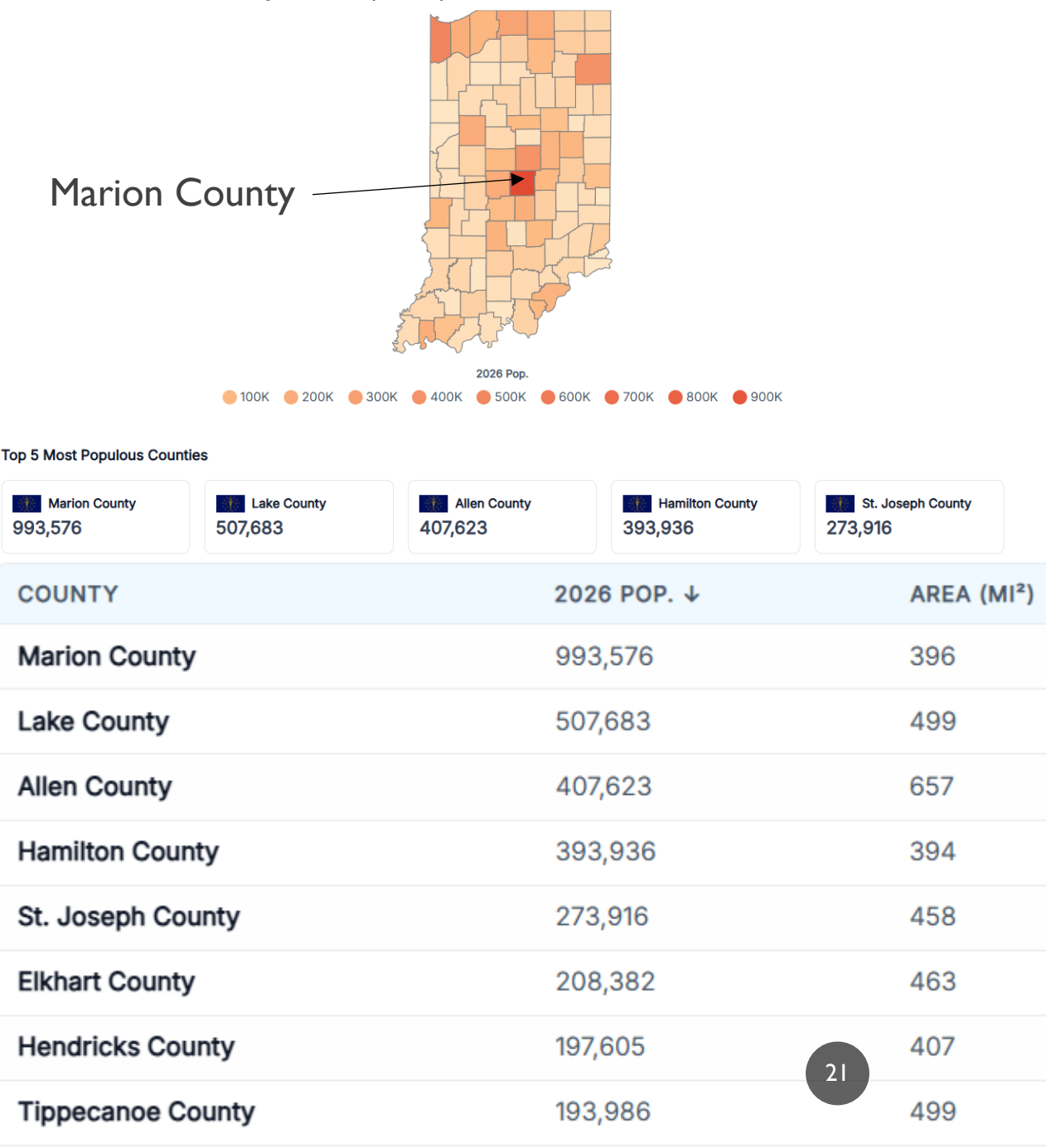


SERVICE AREA COMPETITIONAL MAP



POPULATION MAP

Indiana Counties by Population (2026)



POPULATION CHANGE

Marion County Population

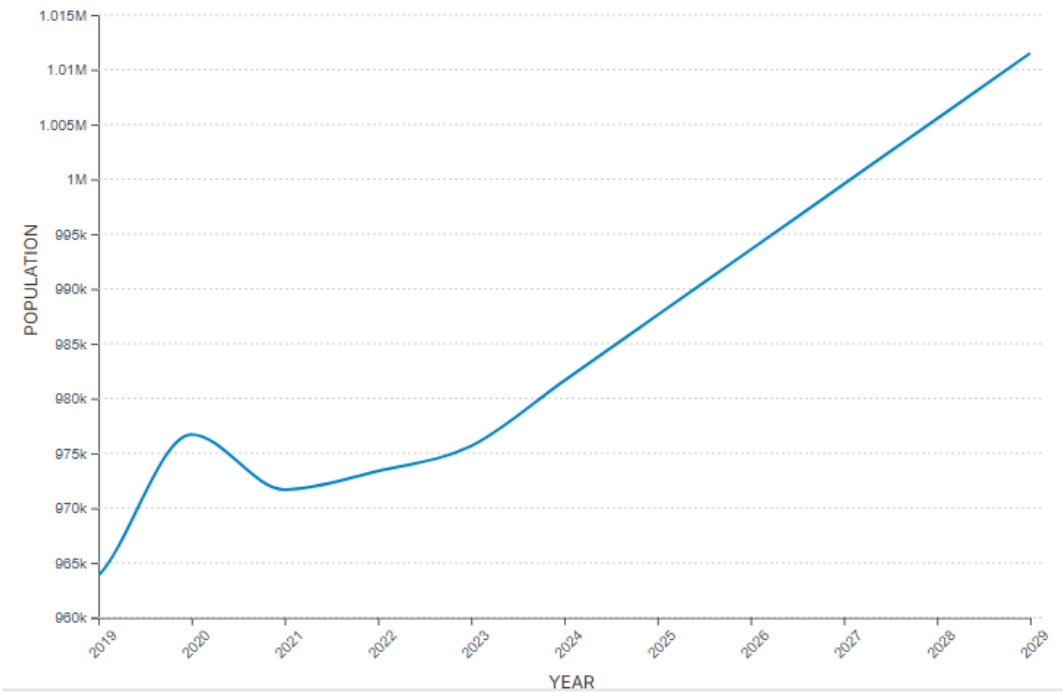
By Population By Age By Growth Rate

Marion County Population

Data after 2023 is projected based on recent change



All 10Y 25Y 50Y 100Y

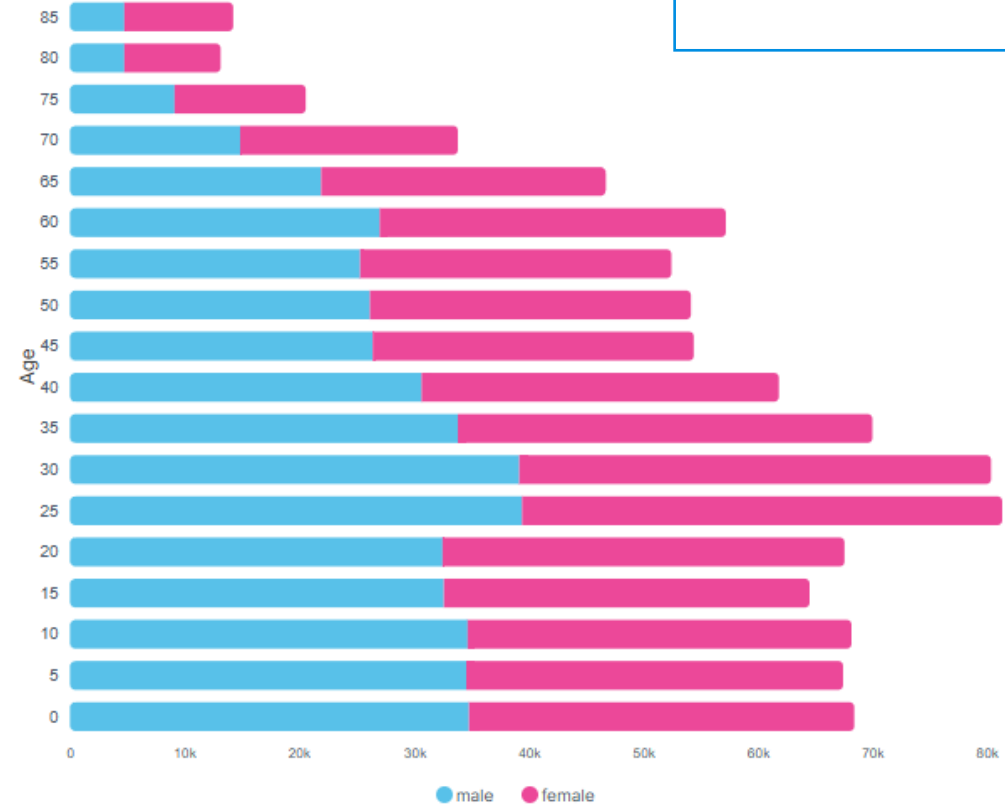


AGE DISTRIBUTION

Marion County Population

By Population By Age By Growth Rate

Population By Age



Median Age

Overall: 34.4 years
Female: 35.3 years
Male: 33.4 years

Marion County Adults

There are 731,894 adults,
(128,452 of whom are seniors) in
Marion County.

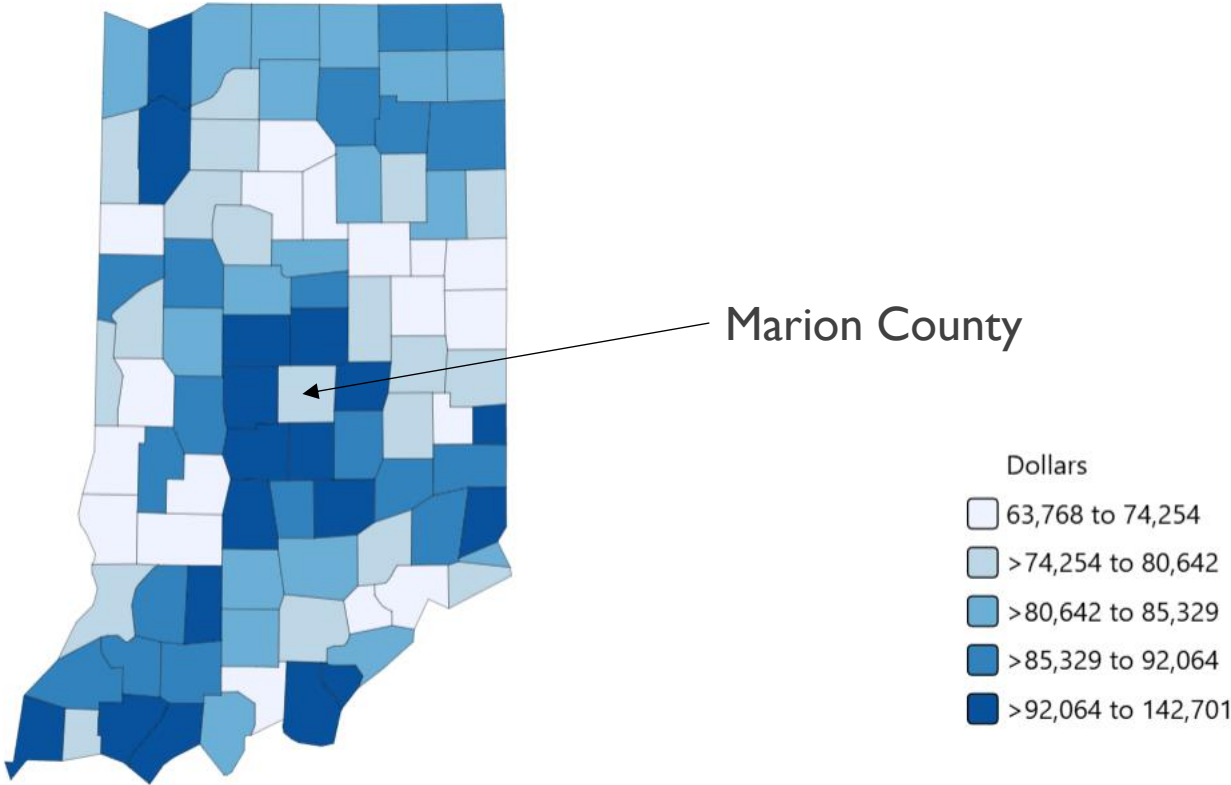
Sex Ratio

Female: 503,249 (51.6%)
Male: 472,560 (48.4%)

MEDIAN
HOUSEHOLD
INCOME

Income (Median family income) for Indiana by County

All Races (includes Hispanic/Latino), Both Sexes, All Ages, 2019-2023



COMPETITIVE ANALYSIS

COMPETITORS STRENGTHS

IU Health

- IU Health is building a massive new academic health center downtown to replace Methodist and University Hospitals. This will be a facility that could attract patients away from Eskenazi.
- Known for specialized services like cancer care, heart surgery, and transplants. Patients may bypass Eskenazi for these services and go to competitors instead.
- Strong partnership with IU School of Medicine which brings in the best doctors and specialists.

Ascension St. Vincent

- Part of a large Catholic health system with a strong brand and loyal patients.
- Known for heart care, women's health, and orthopedics.
- Has a big network of outpatient clinics and urgent care centers.

Kindred Hospital

- Specializes in long-term acute care which not many hospitals in the area do.
- Located close to Eskenazi which can make it easier for transfers and partnerships.
- Has a focused mission on patients who need extended hospital stays.

COMPETITORS WEAKNESS

IU Health

- The downtown campus is old, and they are in the middle of a huge construction project which can be a hassle for patients.
- Can feel like a big, impersonal system where patients are just a number.
- Parking is expensive and hard to find which frustrates patients and families.

Ascension St. Vincent

- Located on the far north side which makes it less convenient for patients in downtown and east side.
- Located on the far north side which makes it less convenient for patients in downtown and east side.
- Some patients may avoid it because of religious affiliation.

Kindred Hospital

- Has highly specialized services so they only treat certain types of patients.
- Smaller facility with fewer beds than other hospitals in the area.
- Not a full-service hospital so patients still need to go elsewhere for emergency care or surgeries.

INTERNAL ANALYSIS



FULL-TIME EMPLOYEES

- The company is 76.0% female and 29.3% ethnic minorities.
- Eskenazi Health has great employee retention with staff members usually staying with the company for 6.5 years.

Eskenazi Health overview

Industry	Hospital & Health Care
Revenue	\$520M
Headquarters	Indianapolis, IN
Employees	3,069

MEDICARE INPATIENT SERVICES

Inpatient Utilization Statistics by Medical Service

Definitions

	Number Medicare Inpatients	Average Length of Stay	Average Charges	Medicare Case Mix Index (CMI)
Burns	21	11.19	\$482,930	5.3110
Cardiology	151	5.01	\$52,540	1.2902
Cardiovascular Surgery	22	4.59	\$143,498	3.4863
Medicine	448	6.15	\$67,241	1.6284
Neurology	137	4.72	\$52,596	1.4387
Neurosurgery	14	11.79	\$209,801	4.3147
Oncology	16	5.44	\$60,745	1.7616
Orthopedic Surgery	79	7.82	\$139,132	2.8666
Orthopedics	29	6.28	\$59,997	1.3035
Psychiatry	133	11.41	\$39,944	1.4045
Pulmonology	177	4.54	\$61,386	1.5171
Surgery	141	11.57	\$219,242	4.7225
Urology	63	4.41	\$39,159	1.2833
Vascular Surgery	13	5.85	\$150,416	3.2877
Total	1,449	6.82	\$87,696	2.0118



FINANCIAL UPDATE

- In 2024 , more than \$20 million was raised making the second-highest fundraising year in Eskenazi Health Foundation history.
- They Beyond Barriers campaign expanded access to care, strengthened programs addressing social determinants of health, and broke down barriers for the most vulnerable in the community.

2024 Eskenazi Health Foundation Financial Update		
\$138,624,227	\$22,410,011	\$9,634,329
NET ASSETS	REVENUES	DISBURSEMENTS

SWOT ANALYSIS



SWOT

Strengths

- Strong mission focus on serving vulnerable populations in Marion County.
- Only Level I Trauma Center in the county.
- Strong community reputation for caring for everyone regardless of ability to pay.

Weaknesses

- Lost \$38 million in state funding that helped cover uninsured patients.
- Heavy reliance on government funding (Medicare, Medicaid) which is unpredictable.
- Departments asked to cut budgets by 3.5% which could affect services.

Opportunities

- Growing aging population in Marion County means more need for healthcare services.
- Could partner with more community organizations to address social determinants of health.
- Demand for telehealth and virtual care continues to grow.

Threats

- IU Health is building a new \$1.6 billion academic health center nearby that could attract patients away.
- Medicaid cuts could cost Indiana hospitals billions over the next decade.
- Physician shortages make it hard to recruit and retain doctors.



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