

Dynamic Culture: Growing our own | **Health and Wellness:** Doctors, recovery and communities

Magazine of the Indiana Chamber of Commerce

September/October 2018

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SHOWDOWN**

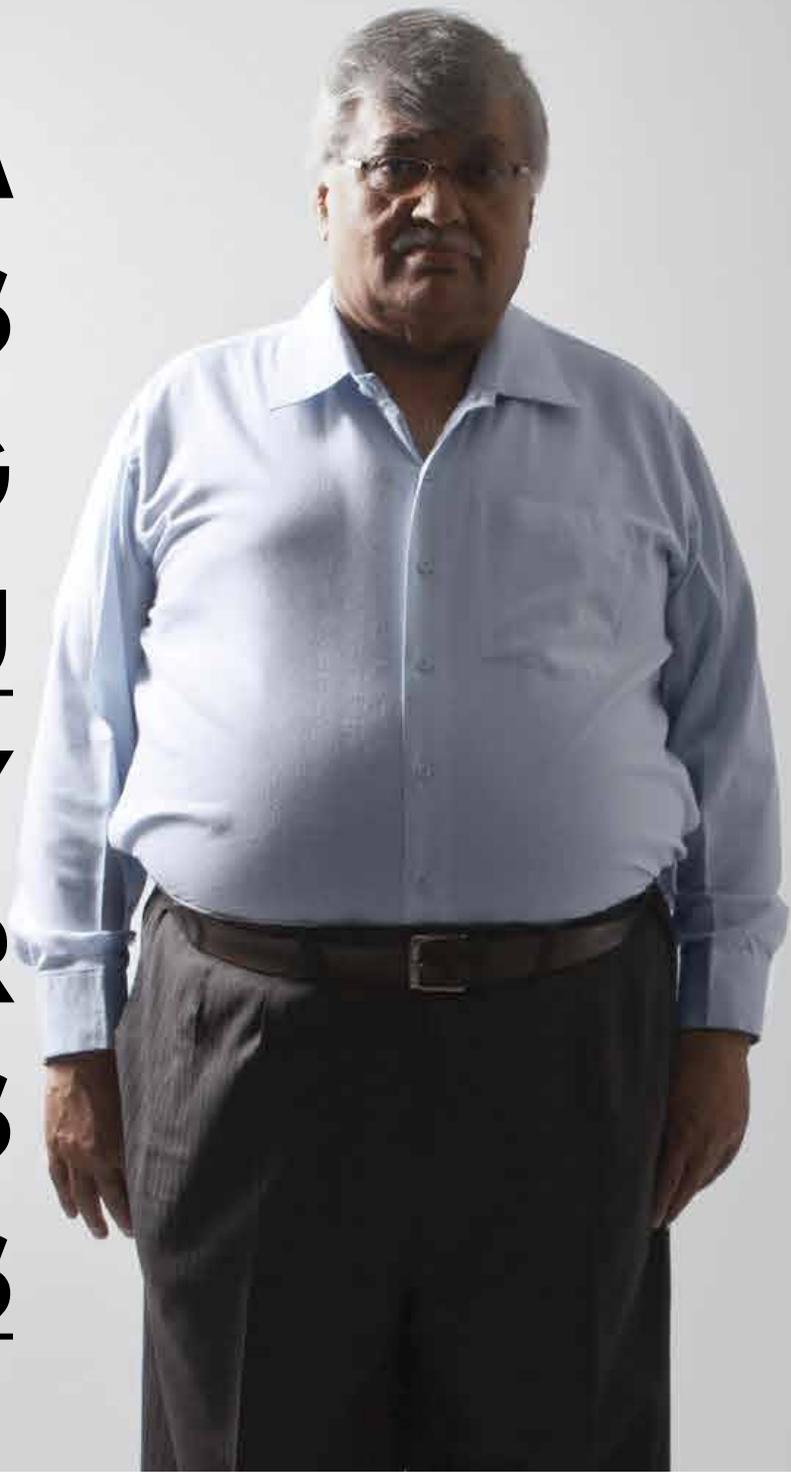
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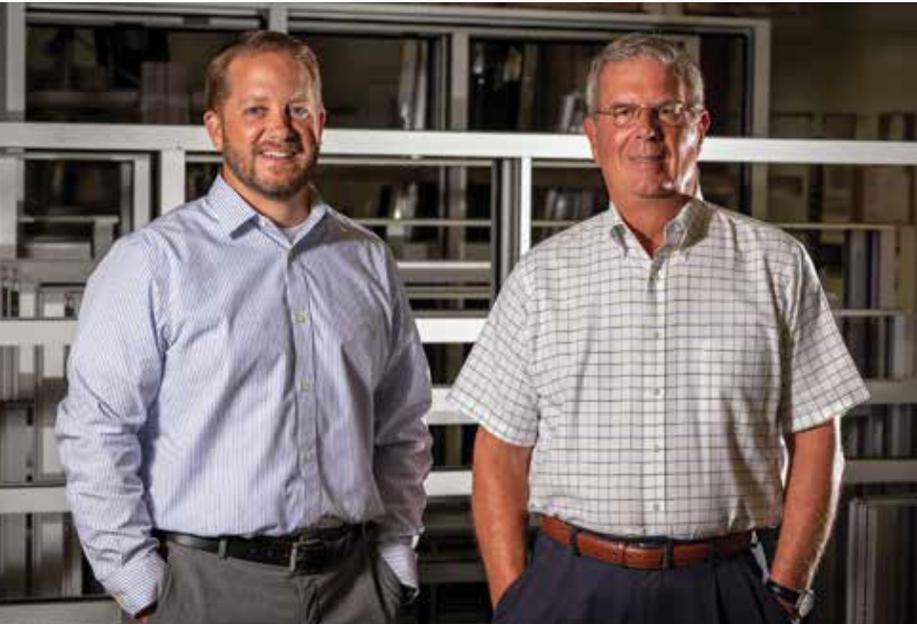
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J.D. Is Going to Talk; We Will All Be Listening

J.D. Vance just may be the perfect person to keynote the Indiana Chamber's 29th Annual Awards Dinner this November. We're confident you will get a glimpse why after reading our exclusive interview with him on Page 16.

If you know his name, it's likely because you're one of the millions who have read his best-selling personal story *Hillbilly Elegy: A Memoir of a Family and Culture in Crisis*. Or it's due to his work with Steve Case at Revolution and their Rise of the Rest tours of Midwest entrepreneurial regions.



So why Vance and why now?

- His book tackles issues that are most prevalent in today's society – the opioid epidemic, social mobility challenges and a lack of small town economic opportunities.

Vance grew up in Middletown, Ohio (near Cincinnati) with his family's roots in Appalachia in eastern Kentucky. His mother, a nurse, became addicted to painkillers. A series of men passed through his life. The guidance of his grandparents helped pave the way to service in the Marines, graduation from Ohio State University in only two years and earning his law degree from Yale.

- Vance, of course, was the exception to the norm given his early days. Many young people are unable to escape their roots and the lack of jobs contributes to a downward spiral.

The demographics don't lie. Rural communities are struggling – unless they work with their neighbors and become part of what he terms "regional economic powerhouses."

- The Midwest can and should be home to entrepreneurial hotbeds, Vance asserts. He came to Indianapolis in October 2017, has since invested in several local companies and says he is convinced, more than ever, that high-growth companies can thrive throughout the country.

J.D. Vance is 34 years old. His life experiences far exceed that arbitrary number. We look forward to hearing his message on November 13 during an always special evening.

Read on in this issue for a variety of stories on the Dynamic and Creative Culture driver of *Indiana Vision 2025* and a special section on health care and wellness.

Thank you, as always, for reading *BizVoice*®.

Kevin M. Brinegar
President and CEO



Indiana Chamber Mission:

Cultivate a world-class environment which provides economic opportunity and prosperity for the people of Indiana and their enterprises.

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To inform and influence

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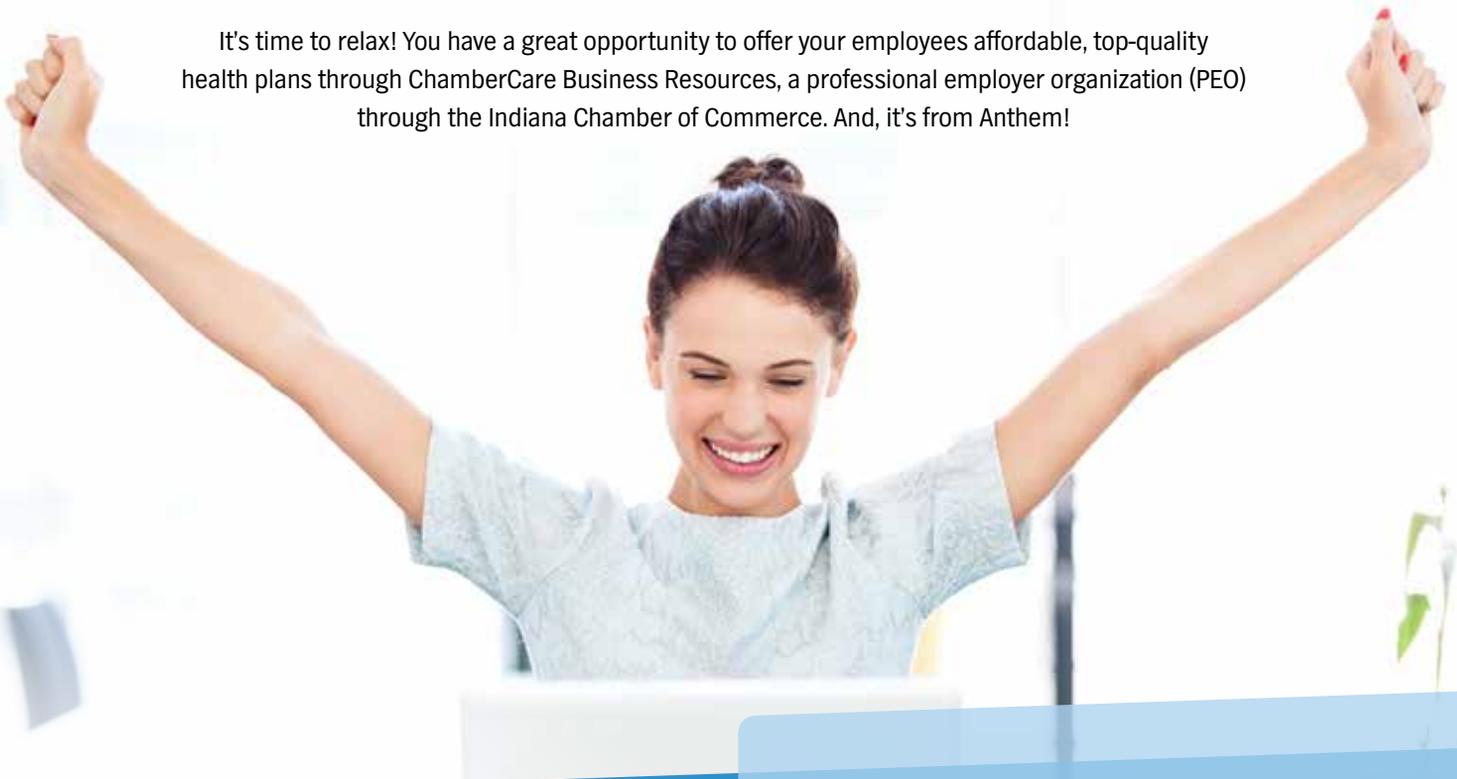
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J.D. Vance, known for telling the early story of his life in *Hillbilly Elegy*, weighs in on rural economies, workforce skills, Indiana's entrepreneurial climate and more.

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Donnelly vs. Braun

Indiana's U.S. Senate race is drawing national attention once again. The incumbent and the challenger each answer five key questions. Read what they have to say.



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Primary Care Evolution

Traditional health care models are turned upside down as lifestyle changes and physician shortages impact delivery systems. Learn what's taking place and what might be next.

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Festival Fever

Indiana's festival count approaches 1,000, according to one state official. Our Road Trip Treasures series takes you to enjoy pierogies in Whiting and the circus in Peru.

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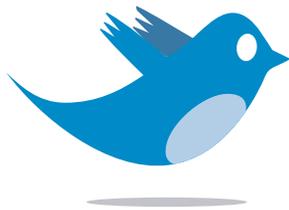
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What's Chirping on Tweet Street?

The Indiana Chamber has over 18,400 followers on Twitter. Are you on the list?



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A reason to support @girlscoutsIN and sample some gourmet s'mores on #NationalSmoesDay? Count us IN. pic.twitter.com/9d9RYISGwU

The 2018 Indiana Tax Conference kicked off this morning in downtown Indy. Thanks to presenting sponsor @GibsonInsurance and all our sponsors for helping us bring these important #tax topics & updates to Hoosier business leaders. pic.twitter.com/IFixYHIPGx

Some of our staff got a little more savvy about #fraud trends today, thanks to our lunch and learn with Andy Shank of @elementsCU. #FinancialWellness pic.twitter.com/x4zJVdBkcO

We're pleased to announce J.D. Vance, New York Times #1 best-selling author of Hillbilly Elegy will headline our 29th Annual Awards Dinner Nov. 13 in #Indianapolis. Learn more about @jd Vance 1: bit.ly/2LXMvIk | Register to attend: www.indianachamber.com/ad #ICCAwards

Nominations for the 2019 IMPACT Awards are officially OPEN! Read more on today's blog and learn how to nominate deserving individuals or companies here: <https://www.indianachamber.com/nominations-open-2019-impact-awards/> #IMPACT2019 #internships pic.twitter.com/WViDmbRmZ

What others are saying to – or about – the Indiana Chamber:

@SwitchHQ: Today's the day! Our Director of Engineering, Dennis Krieger, will speak about Real Time Energy Management at this year's Indiana Conference on Energy Management Materials. Special thanks to @IndianaChamber for hosting this fantastic event! bit.ly/2M0bGj4

@AutumnBGasior: While I may not agree with the talking points, thank you for the dialogue and quick responses. Much appreciated. #AskWhy #EngageCitizens

@93wibc: @IndianaChamber, @AimIndiana among members of new Indiana anti-#opioid coalition: bit.ly/2v28sUR

@MatrixTechTeam: Big shout out to @IndianaChamber for including @MatrixTechTeam in member news for national recognitions for #womenintech and #diversity!

@mgroppe: @IndianaChamber prez says Trump's effort to protect American steel & aluminum has transformed into a potential global trade war with chilling economic impacts for IN. "It's time to end this fight before too many people suffer unintended consequences," says Kevin Brinegar.

@PressSeal: Press-Seal featured in BizVoice latest issue as one of the organizations driving Indiana's economy.

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Model Employee Policies Seminar

Good intentions aren't enough when it comes to employee handbooks. Turn yours into an asset – not a liability – by attending the Model Employee Policies Seminar on October 18.

The event will identify common weak points and cover topics such as the pros and cons of employee handbooks, basic employment policies, and attendance and time away from work policies.

In addition, the Model Employee Policies Seminar will focus on these policy areas:

- Non-discrimination/conduct
- Compensation and benefits
- Safety and health
- Technology, complaint procedures and company integrity

Consider this: During a review of employee handbooks, the National Labor Relations Board found that many were out of compliance and some elements could be legally unenforceable.

Protect your business – and employees – by attending this event, which will take place at the Indiana Chamber Conference Center. Register online at www.indianachamber.com/conferences or call Nick at (800) 824-6885.

A related resource, *Model Employee Policies for Indiana Employers*, is available as an ePub or handbook. It includes a compilation of legal commentary, numerous sample policies, access to downloadable, editable documents and more! Purchase online at www.indianachamber.com/publications.

Employee Benefits Seminar

September 12

Indiana Chamber Conference Center

- Ensure you're keeping your talent pipeline flowing
- Review your employee benefits strategy
- Chamber member discounted price: \$399
- List price: \$499

Safety Leadership Principles

September 18-19

Indiana Chamber Conference Center

- Improve skills involving work-site analysis
- Learn how to reach complete employee involvement
- Chamber member discounted price: \$499
- List price: \$599

Supervising and Managing People Workshop

September 20-21

Indiana Chamber Conference Center

- Equip yourself with tools to effectively manage your employees
- Discover how to better address conflict in the workplace
- Chamber member discounted price: \$599
- List price: \$699

OSHA Recordkeeping and Reporting Course

October 10

Indiana Chamber Conference Center

- Among topics: complying with BLS and OSHA surveys
- Participate in a group exercise
- Chamber member discounted price: \$399
- List price: \$499

Forklift Safety: Train the Trainer

October 11

Indiana Chamber Conference Center

- Ensure your in-house forklift trainers are up to date and in compliance
- Take the guesswork out of what constitutes a "qualified trainer"
- Chamber member discounted price: \$399
- List price: \$499

Remaining Union-Free Seminar

October 17

Undisclosed location

- Gain knowledge on establishing effective communication programs
- Ideal for CEOs, presidents, HR managers, hospital administrators, plant managers and supervisors
- Chamber member discounted price: \$399
- List price: \$499

2018 Indiana Environmental Conference

October 22-23

JW Marriott Indianapolis

- Examine ways to best protect your business
- Learn about recent regulations
- Chamber member discounted price: \$399
- List price: \$499

Supervising and Managing People Workshop

December 6-7

Indiana Chamber Conference Center

- Attain a better understanding of what is expected of a supervisor
- Discover strategies to deliver effective performance feedback
- Chamber member discounted price: \$599
- List price: \$699



2017 Indiana Environmental Conference



Schedule subject to change. To view the latest program listings, please visit www.IndianaChamber.com/conferences

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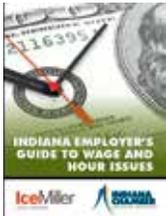
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Indiana Guide to Preventing Workplace Harassment (5th Edition)

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Indiana Employment Forms (5th Edition)

This must-have handbook for all HR professionals includes more than 120 HR forms and letters ranging from interviewing through termination. Authored by Ice Miller. Price: \$149



Model Employee Policies for Indiana Employers (7th Edition)

Designed to assist employers in creating an employee handbook. Contains numerous sample policies with legal commentary to assist employers in understanding what policies can increase employee morale and prevent employment lawsuits. Authored by Bose, McKinney and Evans LLP. Price: \$109



Environmental Compliance Handbook (9th Edition)

A plain-English reference guide containing the most up-to-date information regarding employers' environmental rights and responsibilities under Indiana and federal law. Find the latest agency contacts and resource links. Authored by Bingham Greenebaum Doll LLP. Price: \$149

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Managing Workplace Pain

Six Powerful Ways Technology Can Help



Dr. Douglas Metz



Jerome Bonhomme

The pain management and opioid crisis is hitting Hoosiers in significant ways. In addition to the human toll, employers are feeling the impact on their bottom lines. A recent Indiana Business Research Center study reports that opioid misuse is costing Indiana more than \$4 billion annually.

Why so high? For starters, pain and opioid addiction increases absenteeism, presenteeism and medical costs in the workplace. Also, expenditures for treatment are increasing. Nationally, pain of the spine, neck, hip and other joints costs an estimated \$183.5 billion annually to treat.

What are the factors driving up pain treatment costs? Poorly coordinated and unnecessary care; overuse of high-cost and high-risk pain-masking pharmacologic therapies and/or surgery as a first line of care; inadequate attention to the psycho-social aspects of pain; and underuse of technology-enabled interventions.

How can employers get their arms around the costs and other impacts of pain at their worksites? There are a growing number of options that include comprehensive, multi-modal programs and – equally important – technology-driven care interventions.

How can technology help?

For too long, pain has been managed in silos of care, with desperate patients drifting from one silo to the next hoping for a different result. Today's comprehensive pain management programs can provide a structured, technology-centered ecosystem that surrounds employees with coordinated care options and educates them through ongoing digital touchpoints, such as mobile phone reminders and practical action steps to improve likelihood of recovery. These programs offer the right tools at the right time to help employees better understand their pain and the options for managing it.

These six technology-driven solutions can help employers develop a responsive and efficient workforce pain management strategy:

1. Digital Health Platforms. What if employees could be connected to pain management resources whenever and wherever they need them? Today, they can. The key lies in mobile and desktop applications that cater to a broad spectrum of pain management needs.

Such health platforms might include digital content libraries focused on helping individuals understand how to effectively respond to pain; interactive online resources, such as exercise “how to” videos or step-by-step, actionable ways to improve safe movement; access to credentialed acupuncture, chiropractic, massage and physical therapy providers that offer evidence-based options for treatment of pain; and access to cognitive behavioral training (CBT), which can address the behavioral factors, pain perceptions and poor coping strategies that can contribute to functional impairment.

By allowing employees to understand all of their options and choose from a wide range of services when they need them, they can more quickly engage and are more likely to stick with the options that are most helpful. A 2017 Gallup poll indicated that 78% of Americans would prefer that their doctor recommend a non-pharmaceutical option first.

2. Data Gathering and Clinical Algorithms That Push Clinical Content and Guidelines. While there are many apps in the market today that can push continuous reminders to individuals to take action (take more steps, drink more water, etc.), a vital component for achieving improved pain management outcomes lies in first understanding the person's pain situation and then sending the right messaging at the right time. To achieve this, pain management programs must gather vital health status and behavioral perceptions about pain via a personal profile.

Right from the start, a good pain management program will seek to understand basic information such as: a person's pain threshold; physical capabilities and limitations (e.g., how far they can walk or how long they can sit); what therapies they may have tried; and their goals and fears. Through smart feedback, digital pain management platforms can serve up appropriate, targeted clinical content or therapies that will have the greatest impact on a person's quality of life.

3. Responsive Digital Roadmap. Fitness devices and apps encourage and nudge people along to help them meet their stated fitness goals. Pain management apps can provide ongoing reminders, challenges or goals to help those in pain take the steps they need to improve. For example, a person who has set a goal to walk a block or climb their staircase can be sent specific messaging designed to encourage them along, give them walking or balance tips, or provide insights on how to use mindful meditation to help control their fears about walking or climbing.

As goals are met, a responsive digital roadmap shows them their completed activities and feeds them new content to take them to their next goal. Such continuous engagement is proven to help support short- and long-term behavior change.

4. Human-Assisted Digital Coaching. Another

Continued on page 49

AUTHORS: Jerome Bonhomme is chief technology officer at American Specialty Health (ASH), where he leads the development and implementation of innovative consumer-facing applications. Douglas Metz, D.C., is ASH's chief health services officer and executive vice president. He oversees clinical services and quality management, health services, outcomes research and other health improvement functions. For more information, visit www.ashcompanies.com.

Unhealthy Indiana

The numbers below outline many of the factors that are not only harmful to Indiana’s residents but contribute to the state not realizing its full economic potential.

A health and wellness special section, beginning on Page 52, looks at the changing role of the family doctor, assistance for employers in the opioid battle, building healthy communities and more.

State Rankings

(1 is best; 50 is worst)

Behaviors

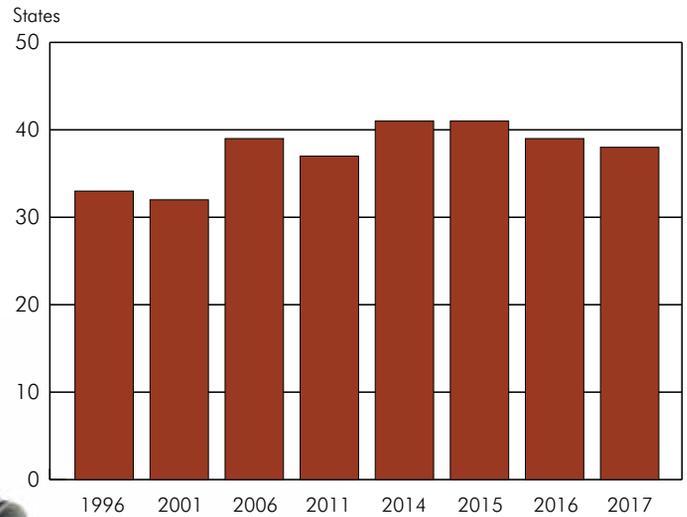
- Obesity: 40
- Percentage of smokers: 41
- Drug deaths: 34
- Physical inactivity: 38

Outcomes

- Cancer deaths: 42
- Cardiovascular deaths: 37
- Diabetes: 37
- Frequent mental distress: 38
- Infant mortality: 42
- Premature deaths: 38



Indiana’s Overall State Health Ranking (1 is best; 50 is worst)



Source: United Health Foundation, America’s Health Rankings

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- Indiana Workforce Recovery (Series: Battling the opioid epidemic in the workplace)
- Indiana Icons (Series: Historical companies, business leaders)



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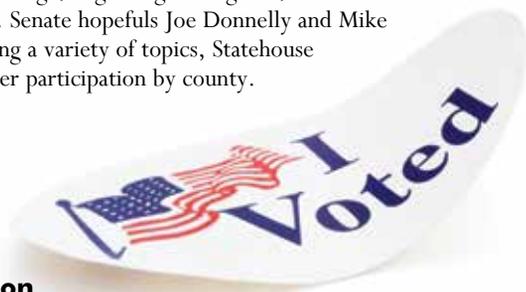
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Tallying the Votes

More Hoosiers continue to cast their votes (see below) before the traditional Election Day. Don't expect the trend to slow anytime soon.

Our 2018 election coverage, beginning on Page 22, includes Q&A discussions with U.S. Senate hopefuls Joe Donnelly and Mike Braun, a roundtable covering a variety of topics, Statehouse information and recent voter participation by county.



2018 Primary Election

Absentee Voting

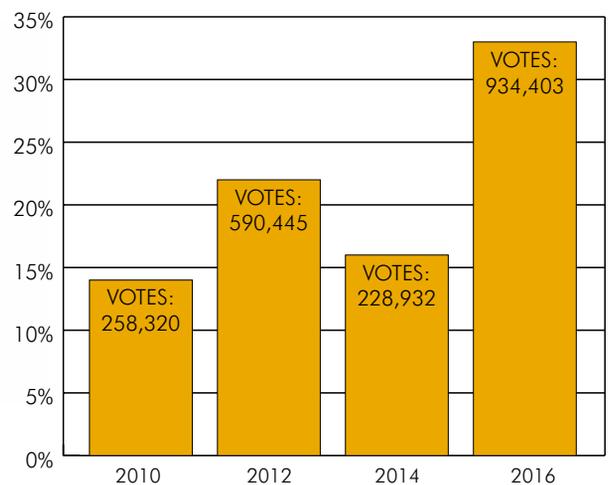
Top Counties (by %)

Switzerland: 70%
Cass: 51%
Miami 45%
Huntington: 38%
Morgan: 38%

Bottom Counties (by %)

Shelby: 7%
Dearborn: 8%
Marion: 8%
Crawford: 9%
Kosciusko: 9%

Absentee Voting (General Election)



Source: Indiana Secretary of State



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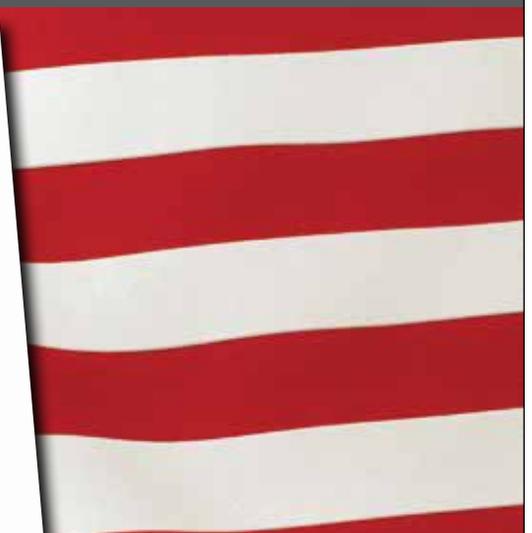
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Rise of the Rest tours, showcasing leading startups and entrepreneurial activity, have visited 38 cities since 2014.

WORDS OF WISDOM

By Tom Schuman

Vance Brings Unique Perspective

J.D. Vance has life experiences that extend well beyond his 34 years. Today, he works to mitigate some of the challenges he faced early on and offer opportunities for individuals, companies and communities to thrive.

Vance will bring his story – and his hope for the future – to the Indiana Chamber’ 29th Annual Awards Dinner on November 13. He shares these insights in an exclusive interview.



J.D. Vance

- Career: Author, *Hillbilly Elegy: A Memoir of a Family and Culture in Crisis*; venture capitalist; investor; commentator
- Education: Middletown (Ohio) High School; Ohio State University; Yale Law School
- Military: United States Marine Corps, including service in Iraq

BizVoice: Why do you think your story has resonated with so many people?

J.D. Vance: “It certainly resonated with different people for different reasons. First, the book was intentionally vulnerable. I didn’t just talk about these events. I talked about how I was processing them and experiencing them, and I think a lot of people really identified with that even if they hadn’t experienced something similar. They at least saw some vulnerability that allowed them to empathize and put themselves in my shoes.

“For the folks who did come from similar backgrounds, a lot of things I’ve heard suggest there weren’t a whole lot of stories out there about people like them. A lot of people picked up that book and said, ‘This is my story. This is similar to what I have experienced.’ I think there was just a lot of latent, built-up energy out there for people to understand what has been going on in some of these places and have some insights and visibility into problems a lot of folks have experienced for a long time.”

BV: Can you talk about the general longstanding pessimism of the white working class and how that contrasts or coincides with the unwavering support of President Trump?

Vance: “I think when people are unhappy with the direction of things and how they are going, one of the natural reactions is to want to change. Whether your love him or you hate him, Donald Trump in 2016 certainly represented a pretty significant change – not just from the Democratic frontrunner but established incumbents in the Republican Party.

“I think that’s a big part of where it comes from. People unhappy with the direction of the country or unhappy with the direction of their communities were just looking for something significant to shift our politics and Donald Trump was that vehicle.”

BV: Opioids, a lack of economic prospects are realities we continue to deal with. You wrote about the lack of social mobility. How do we try to tackle that challenge?

Vance: “The data tell a pretty sad story. In different parts of the country, including where you and I hail from (southeastern Indiana for the author of this article), kids who are born out of the bottom of the socioeconomic ladder are more likely to be trapped there. Look at Utah or San Francisco or rural Kansas – people born at the bottom of the socioeconomic ladder have a pretty good chance of climbing to the middle or even climbing to the top.

“But if you’re born in southwestern Ohio or rural eastern Kentucky, your odds of being trapped in the circumstances of your birth are much higher. I do think we have a pretty significant problem across the country, but particularly in the industrial Midwest, Appalachia and areas like that where people feel, in some cases rightfully so, that they are trapped and that their kids are not going to have a better life than the one they had. And that things are getting worse and worse.”

BV: You made your way through Ohio State University so quickly (two years, while working up to three jobs at a time). How did you do it? What can colleges and universities do to make that possible for more people?

Vance: “It’s a remarkably cultural foreign institution for a lot of working class families. If you’re the first person in your family to go to college, if your child is the first person in your family to go to college, at a fundamental level they are entering an environment which isn’t just about learning but it’s also about passing a set of social tests that signify you belong in a given place. For a lot of people, they fear that when they send their kids off to college, the kids will never come back home ... maybe will acquire a certain condescension for the people they came from, so there is this real apprehension that a lot of the students feel and a lot of the parents feel.

“That cultural discomfort is a big part of the reason people looking to our universities are a little wary about sending their kids there even though almost everyone appreciates that if you come from a working-class family in a depressed town, college is one of the few opportunities a kid is going to have to really earn a better life.

“The educational side of it, I think, is also in need of some significant rethinking. For so many of the careers that are out there, you don’t need the four-year degrees but there isn’t the obvious pathway. If you think about it from the perspective of a kid like me, if you want to be an electrician, a plumber or work in a weld shop, these careers are actually pretty lucrative, pretty fulfilling and yet it’s not totally obvious to a lot of kids how you become a welder or how you become a plumber in the absence of educational institutions that provide those opportunities.



The Indianapolis Motor Speedway hosted an October 2017 event with the prime IndyCar seats going to Steve Case (front) and J.D. Vance.

“I do think that our educational system has really failed our families in that there are skills that are useful and valuable and pay pretty well once you acquire them, but for a lot of families they’re not totally sure how to get from A to B – when A is where they are now and B is where they want to be in terms of acquiring that credential or applying that skill.”

BV: Demographics in Indiana and elsewhere paint a troubling picture. How concerned are you about the viability of rural America?

Vance: “I definitely think the history of American migration and American economics is that some places occasionally struggle and small towns lose population. We’re definitely in a place where there is a lot of dynamism; there’s a lot of rising and falling across geographies but I don’t think we can prevent all of that. In some ways, I am skeptical whether we can save every single small town in the country.

“But I also think, on the flip side, we can’t have a viable long-term economic future if the only places seeing high-quality job growth are San Francisco, New York City and Boston. To me, there has to be a middle ground between an incredibly concentrated coastal focus on economic growth on the one hand and a very non-dynamic, stagnant society on the other hand where no place is shrinking but no place is growing. To me, the key here is you have to build regional economic powerhouses.

“The data is pretty clear on this; people are moving a lot less than they used to. I think at least part of that is due to the fact that if you want a shot at a good, well-paying, middle-class job, those jobs are just harder and harder to come by unless you’re willing to pick up and move thousands of miles away for them. The goal should not be to save every town, because I don’t think that is ultimately possible, but to create enough regional economic engines of opportunity that people don’t feel like they have to abandon their homes and families just to have a shot at the American Dream.”

BV: What type of changes have you seen in economic development from a regional perspective?

Vance: “You definitely see a broad recognition that people have to rethink economic development so that their towns and cities are not left behind. Whether that’s improving infrastructure or increasing

educational choice, there is a pretty broad recognition that people need to participate meaningfully in the modern economy and if you want to do that, you have to rethink some of the ways you have been doing things. In Pennsylvania last year, for instance, we visited York, Harrisburg and Lincolnshire. In the past, those towns would have treated themselves as separate economic geographies where they were competing over the same resources, competing over the same people, the same capital.

“What those areas have realized is that by working together, from the civic leadership to the business leadership on down, and creating more of a cohesive central Pennsylvania region that they can compete and attract against other parts of the country for talent and capital. They’re starting to see a lot more progress than when they were operating alone. In some ways, thinking about economic development as the sum of the parts that can add up to a more cohesive and prosperous whole is one of the trends that I like and am pretty excited about.

“One of the things I have not been excited about is the desire from a lot of folks to effectively bribe companies to relocate to their areas as opposed to creating something of real value that is home grown. In Columbus, Ohio (like Indianapolis), for example, they’re one of the finalists for Amazon HQ2.

“I understand 100% why the individual business and civic leaders want to get Amazon in their city, but at the same time it would be great if they spent as many resources trying to foster and create the next Amazon. Columbus is doing a lot of great things to attract and retain and build up the entrepreneurial ecosystem. I’d love to see more of that and a little less of spending money to convince Amazon to relocate.”

(The conversation shifts to High Alpha’s Scott Dorsey, the Indiana Chamber’s 2012 Business Leader of the Year while at the helm of ExactTarget).

“Scott Dorsey is a great friend of ours. I think of Scott Dorsey as the paradigm of what we should be doing when we think of Midwestern economic development. I want to create a dozen Scott Dorseys all over the region and that strikes me as a much better way to create long-term prosperity than just investing on relocation.”

BV: You visited Indianapolis as part of one of the Rise of the Rest tours (October 2017) and you have made some

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Vance says he is impressed with what he has seen from the business, government and education communities in Indiana.

investments in companies here. What are your impressions of Indiana and what is taking place here?

Vance: “It’s one of the areas of the county we’re most excited about in terms of high-quality start-ups, high-quality entrepreneurs building great companies. There are a couple of real visionary leaders I point to. One is Scott Dorsey, who built a great company. Another person is Purdue University President Mitch Daniels, who is really trying to figure out what the university has to mean in the 21st century economy, in the 21st century market.

“Purdue is one of those places that is churning out a remarkably high-quality number of talented engineers and technical staff and business leaders who are going to power Indiana’s economy for the next generation. What Indiana has going for it is a committed business community dedicated to growing the long-term pie. There are a lot of cool things happening in government and education that make it a really attractive place to do business and a really attractive place to invest in start-ups.”

BV: One of your jobs while in college was working for an Ohio state senator. What did you learn from that experience?

Vance: “I worked for Bob Schuler. One thing I learned is that the process for creating legislation is incredibly complicated and it requires the individual legislators to deal with a lot of different interests. What I didn’t quite appreciate (is that) legislators pass laws based on the public interest and for the good

ones that is exactly what they did, but the public interest sometimes can be pretty complicated to define.

“I was really blown away that for any given issue, even a very small issue, a senator would have 15 people in his ear telling him to do 15 different things. I think I just recognized how complicated the public interest can be when you’re turning it from abstract principles to the specific policy.”

BV: How are things going with Our Ohio Renewal (the nonprofit Vance started to work on the drug addiction challenge)?

Vance: “What I’m most excited about is we’re sponsoring an expert in addiction treatment who is going to move to southeastern Ohio for between six months and a year. One, she is going to treat a lot of patients. There are not enough doctors to provide treatment. But she is also going to study the issue while she is there, figuring out some better treatment methods that can be used in other places and scaled nationally.

“Her name is Sally Satel. I’d love for her to come out of this with some insights on how we can treat this problem on a national scale. It’s important that we treat people day to day, but that’s one person and that’s not going to solve the whole problem.”

BV: In regard to the Rise of the Rest tours, what are some of your takeaways? What stands out the most?

Vance: “The cities and towns that have done economic development successfully have done a couple of things. They’re

thinking regionally instead of hyper locally. They’re working cooperatively to try and build up the whole region instead of competing with the town next door. The second thing that is so important is that people try to build and home grow business and entrepreneurial talent.

“We know from the Kauffman Foundation that the net job creation in our country comes from high-growth start-ups, not from small businesses that are going in or out of business, not from large businesses. The real engine of job creation in our country is these high-growth start-up companies. We’re seeing a lot of good companies that are worth investing in.

“Part of what we’re doing is raising awareness, but part of what we’re doing is just making smart investments in really good businesses. I’m more confident now than I was seven months ago, and I was pretty confident then, that there are really good companies to be invested in outside of Silicon Valley. It just requires dedicated investors to actually go to these places, find the entrepreneurs and do what is necessary to support them.”

BV: When the Hillbilly Elegy movie comes out (noted director Ron Howard is leading the project), who plays J.D. Vance?

Vance: “They’re working on the script now, so they don’t yet have actors. But what I’ve told Ron Howard is that I want him to choose somebody who is good looking, but not so good looking that they’re disappointed when they meet the real me.”



RISING UP

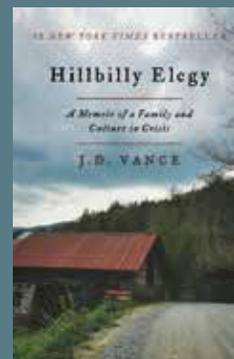
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SENATE SHOWDOWN

All Eyes on Hoosier Race

By Rebecca Patrick and Tom Schuman

Elections for U.S. Senate seats from Indiana between 1988 and 2006 could be described as routine with large victory margins and little drama becoming the norm. Oh, how times have changed:

- In 2010, Evan Bayh opted not to seek re-election, opening the door for Dan Coats to return to office
- Two years later, the state's longest-serving senator, Richard Lugar, was defeated in the Republican primary by Richard Mourdock, who lost the general election to Joe Donnelly
- A spirited race between Bayh and Todd Young in 2016 saw the newcomer (after three terms in the House) defeat the former governor/senator trying to make a comeback

The spotlight remains this year, with incumbent Donnelly seeking re-election against Jasper businessman Mike Braun – who defeated congressmen Luke Messer and Todd Rokita in the Republican primary.

BizVoice® spoke separately with Donnelly and Braun in July. Their answers to five questions, edited only for space, follow.

JOE DONNELLY

What is the most important thing to do differently in Washington, in Congress?

“We need to do what we do in Indiana, which is to work together. It’s a country reference, but I think it’s really apt. When there is a barn-raising, no barn goes up unless everyone is working together to try to put it up and get it done. And everybody is important. That’s what we need to do in Washington. The reason why is we get so much more done when we bring everybody’s talents to the table.

“Over the last six years, I’ve been able to have 43 of my provisions made into law; 21 in the Trump administration alone. With that, I was always having teammates and Republican teammates; we worked together to get legislation passed. That’s why the Lugar Center rated me the most bipartisan House or Senate member, who is still serving, in the last 25 years. So we need to bring the Indiana wisdom of working together to Washington. And worrying only about improving things and making things better as opposed to worrying about politics.”

Tariffs are in the spotlight with potentially large economic consequences for Indiana. What would you do to protect the interests of

Hoosiers regarding free trade?

“We need to have smart trade policy. I think the administration has lost some focus here, and what I mean by that is the focus was on fixing the initial injury (China and the steel industry) – that’s where it should be and where it should stay. What’s happened is it’s drifted into everything else that’s going on in our country.

“The actual injustice that we’ve seen, which was done to our steel companies in northwest Indiana with the Chinese dumping it below cost – we’ve needed to fix that. That was a just cause, but it was also a very tightly focused cause that may have been \$3 (billion) to \$5 billion in solutions. We are now in a situation where the administration is talking about \$500 billion in tariffs just against China alone.

“I won’t mention the individual companies, but in various business lines I’ve had people come to Washington and in Indiana and say, ‘Joe, if this (tariff situation) doesn’t get fixed, I may not be in business next year.’ That is an immediate flashing red signal that we have problems.

“So we really need to bring this back to the original focus; expanding the scope of this only makes the situation worse every single day. I also personally sat down with the President (in July); he wanted to talk about the Supreme Court nomination, which I was



happy to do. At the end of it, I said, ‘Mr. President, if you don’t mind, I have something I need to talk about.’ He said, ‘Sure, go ahead.’

“I told him these tariffs are incredibly damaging right now to manufacturers in Indiana, to our farmers across the state, and if this doesn’t change we are going to see businesses disappear. We are going to see families who have Hoosier homesteads that are 100 to 150 years old be on the verge of possibly losing them. We need to fight for our people, rather than get them into deeper trouble.”



Senator Joe Donnelly cites his ability to work with colleagues, no matter their political party, as one key reason he should be re-elected.



Do you think Congress should play an increased role in determining when tariffs are implemented?

“(In mid-July) legislation passed in the Senate by an overwhelming margin that states there needs to be a role for Congress in the 232 process (on trade; the action was largely seen as symbolic in nature). That is the process that has led us to this point. We can strengthen that. (As of mid-August, efforts from lawmakers to have a vote to mute the President’s ability to impose tariffs – on the basis of national security reasons under Section 232 of the Trade Expansion Act of 1962 – have proven unsuccessful.)

“We need a partner; we need the President to understand. We’ve needed to fix the steel piece and we can. What we also need to do is make sure that doesn’t leak over to everything else.”

What would be your one or two top policy priorities for 2019 and why would they be at the top of the list?

“This is a moment in time. What I mean by that is tariffs; fixing that situation right now is critically important to our state because these are policies that can cause incredible damage to our businesses and farmers.

“Secondly, I would mention the opioid scourge we are dealing with in our state. I have passed the CARA legislation – Comprehensive Addiction and Recovery Act – that helped change prescribing practices (and included several of his provisions). The 21st Century Cures Act, which I worked on with my House friend, Fred Upton – just across the line in Michigan – to help provide additional funding for Indiana as well. We have in the farm bill my provisions to help

with telemedicine so folks in rural communities have the ability to contact Methodist Hospital in Indy or even Mayo Clinic in Minnesota and get the very best addiction treatment assistance.”

Why should voters re-elect you to continue representing Indiana in the United States Senate?

“I’ve worked nonstop for six years to make the lives of my fellow Hoosiers better. We have seen during this time incredible economic growth, positive economic indicators every single year. I said I would work nonstop to make our business climate better, to make job opportunities better, to make economic growth better. If you look, it’s dramatically improved from 2012.

“The whole economy across the state is growing and I want to be someone who continues that, as opposed to getting in the way. The economy is growing, our tech position gets stronger every year. We are a more welcoming community than we were six years ago. So on almost every measurable front, we have made significant progress and that’s what this is about. I also want – if I’m fortunate enough to be re-elected – to end this opioid scourge in this next term.

“I don’t answer to anyone but Hoosiers. Whether it’s been President Bush, President Obama or President Trump, my job isn’t to just say yes to a President, it’s to represent the people of Indiana. My job is to tell the President when he’s right; when he is, I’ll vote with him every time. I voted with President Trump 62% of the time. But when he’s wrong, to let him know that this policy doesn’t make sense and there are better ways to do it. That’s what I talked to him about with the tariffs. We can get all of this done without causing all of this damage.

“Other people in the race have said, ‘I’m going there (to Washington) to support President Trump on everything.’ We don’t want to support the administration’s efforts on these tariffs because it’s going to absolutely devastate Indiana, and it’s not ending anytime soon as far as we can see. . . . I hope it does; it appears to at least be a couple years we are doing this. That’s what some folks in various executive departments have said. So what we need is a senator who will fight for Indiana, not just be a copy machine for anybody. Look, there were a lot of times I voted against what President Obama wanted and folks were saying why did you vote that way; it was because it was the right thing for Indiana. That’s what I’m hired to do. I’m hired to be the Indiana senator, not to be working for somebody else.”

MIKE BRAUN

What are Hoosiers telling you they want to see done differently in Washington?

“Most of what I’m hearing is that it’s a dynamic change. They’re interested in having someone go there who isn’t out of the typical mold. I think the reason I did so well in the primary and, here again, leading in the general is because I’m a business guy who has just a minimal amount of government experience. I’m going as a business person outsider, taking that skill set to Washington. I think people are pretty well fed up with the results we have been getting. That’s the message I have been preaching from the get-go and it’s resonating.

“When it comes to the issues, ironically jobs and the economy aren’t doubling everything else (in voters’ views). They’re still at the top but not doubling because we’re doing so well. Hoosiers are interested in securing the border and solving the problems that are associated with it. They are interested in seeing Washington live within its means like all the rest of us do.

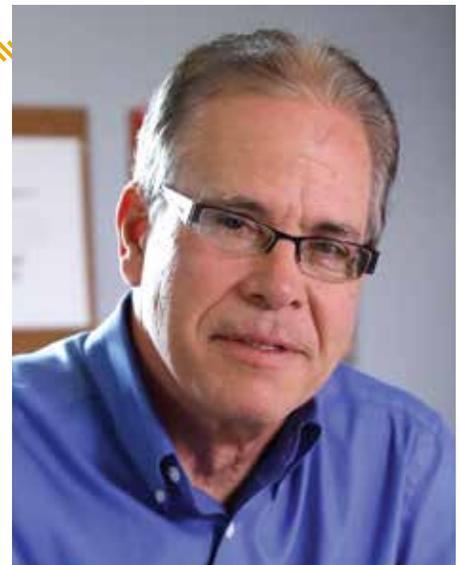
“The other two things I hear a lot about are the cost of health care, along with coverage, things all of us in business have been trying to tackle for many years. We’re lucky that we found a pretty good solution nine, 10 years ago to change the behavior and the costs associated with health care. And then infrastructure – we’ve got such a unique location, that we have to have roads and bridges that live up to the moniker of the state: Crossroads of America.”

Tariffs are in the spotlight with potentially large economic consequences for Indiana. What would you do to protect the interests of Hoosiers regarding free trade?

“President Trump and the House and Senate are all on board for free trade ... it’s a world economy. Within that context, so much of trade was based on 30, 40 years ago when we were just trying to nurture trading partners and so many of them were still recovering from the war and rebuilding their countries and you have new developing countries that have risen to the scene. A lot of what we did was tolerated and embedded into early trade arrangements; now that everybody is at full strength and fully able, the President is trying to address the inequities that were built in early.

“That’s something that I don’t know we can maintain long term. I think he’s done a pretty good job of using that as a little bit of a stick. He and all others are trying to at least get some retrenchment on old inequities built into trading relationships. I think he’s going to get them addressed. I think it’s going to take longer than they might hope. You have to be careful with how much pressure you try to apply in the short run because that could trigger retaliatory tariffs and it has a little bit. So far, I think it’s all in the category of moving the dynamic a little bit to where we rectify some of the inequities.”

Do you think Congress should play an increased role in determining when tariffs are implemented?



“I think that would be kind of difficult in the sense ... for as little as Congress gets done currently to throw that into the mix. It just doesn’t feel like it would get done properly. On the other hand, I think if it got to where it was being used too aggressively, Congress might do what it normally hasn’t done and get involved in an impactful way and a smart way.

“I think Congress has chosen too often to just stay on the sideline and kick things down the road. I don’t think we’re there at this point and I hope it’s not needed. I really believe that there is a good sense among the President and his key aides when pushing too hard is too much.”

What would be your one or two top policy priorities for 2019 and why would they be at the top of the list?

“Let’s go back to health care. I think Democrats are going to pivot back toward health care because they’re losing on the tax reform. On health care now, most people expect pre-existing conditions to be covered and no limit on a particular health care incident – both of which were embedded in Obamacare. That needs to be addressed and covered by conservatives when we repeal Obamacare because that was a disaster. You had big government and big health care together and they did not deliver us a product that made sense.

“On the other hand, Hoosiers and Americans believe those two aspects – if we’re going to do it through the free market or not a one-payer system – have to be addressed. That’s what we have done in my own business. Even if it wasn’t the law, we still covered pre-existing conditions and no limit on a health care incident. It can be done but you have to reform your system, and you’re



Mike Braun says business experience, and the important lessons it delivers, have helped prepare him to serve in the U.S. Senate.

generally going to have to find a different product than what the insurance companies want to sell you.

“The other thing would be trying to get better infrastructure. Indiana actually has a long-term plan in place but maybe formalize something between the federal government and the states similar to the Community Crossings grant that we put into place in our state – where there is more of a 50-50 match. I think it’s just a pipe dream to think that the federal government is going to pay for 80% of bridges and roads like they have in the past when they’re broke and running trillion-dollar deficits. It’s not going to happen.”

Why should voters elect you as the next U.S. senator from Indiana?

“You’re going to get a guy who has lived conservatism in the trenches of building a business. I’ve got a great perspective of what’s important to a small business. We were one for 17 years. When I started at Meyer (Distributing), we had 15 employees and that’s about what we had in 1998 after 17 years. We’ve grown to become a large business. I call it a large small business because we’ve tried to incorporate all those characteristics that we’ve been successful in doing.

“I’ve lived through the issue of having to make health care work in my company. I’ve been involved in the Statehouse and privately in pushing infrastructure for our state. I think there’s a clear choice. Joe Donnelly has been in the game of politics. Most of the people that pull the levers in the Senate and Congress come from that background. There never could be a clearer difference. The approach of enterprise and people having more of their resources, not looking to government to solve all their problems, is the message I will be taking with creative ideas and solutions. I think Joe represents a point of view that is opposite of that.”



Long days on the campaign trail for Braun (with his wife Maureen) started in 2017 with his primary battle against congressmen Luke Messer and Todd Rokita.



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ELECTION EVALUATION

Political Impacts on Classroom, Media

By Tom Schuman

It's safe to say our country's political climate is in unprecedented times. Depending on one's partisan leanings, more descriptive adjectives could certainly apply.

For this roundtable discussion, we brought together four people – two university professors and a pair of journalists – to discuss and analyze the 2018 general election. Their insights on Indiana's competitive U.S. Senate race and more will follow. But first, learn a little more through their thoughtful responses to this question: What do these "unprecedented times" mean for you in the work you do – with students and from a media perspective?

Laura Merrifield Wilson (lmwilson@uindy.edu), assistant professor of political science at the University of Indianapolis: "It's very difficult ... requiring students to talk about politics in a way that is political and not personal. Students seem more divided than

ever before. They support a party and it doesn't matter what their leaders say, what the policies are, they support it die-hard as though it's a sports team.

"I believe our challenge as educators is to challenge that. I don't care what they think, per se, but it's how they get to that. I'll always tell my students that in order to challenge a different perspective, you have to consider why that perspective exists," she continues. "You can't argue against something if you don't know why people believe it. You don't have to believe it, but you do have to consider why it originated in the first place.

"In my case, I'm just trying to challenge students' beliefs. I'm not trying to indoctrinate them; I'm trying to educate them. And that's a blurred line sometimes, I feel."

Elizabeth Bennion (ebennion@iusb.edu), professor of political science at Indiana University South Bend, says, as in years past, some students are very engaged in politics and others are "disgusted with the whole system." The difference, in part, is "these opinions seem to be more strongly held than in the past."

As for teaching, "One thing for me is a

renewed commitment to focus on critical thinking, on the difference between facts and opinions, how to support claims with evidence and to demand that others do the same." In one course on controversial issues in politics, "Students are required to meet with people who they strongly disagree with on the issue of gun control, immigration reform, torture interrogation technique and other issues that really divide the nation.

"It's set up so that they have to read multiple perspectives, and they come together with a huge list of policy options or discussion questions. It's amazing that never once have I had some group not be able to come to agreement. Even if Congress can't, they will say things like, 'Oh, I never thought of that before' or 'Well, when you put it that way, that seems reasonable.' And so they're actually listening to each other."

Katie Heinz (katie.heinz@wrtv.com), Indiana Statehouse reporter for WRTV-6 in Indianapolis: "I don't think the current political climate has directly impacted how I do my job. I think it has shown that it is as important as ever to cut through the noise with a number of different



“When you look at the Senate for Democrats, they only have so much money they can spend on Heitkamp (North Dakota), Manchin (West Virginia) and Donnelly. They have to strategically figure out where they are going to spend that money, or do they pour more of it into the House races?”

– Laura Merrifield Wilson

sources and ways that people get things.

“The TV industry as a whole has changed significantly in the five years I’ve been here,” she notes, outlining the declining nightly news viewership and the increased focus on social media and online outlets. “The use of social media has certainly played a direct role in the tone of our discourse.”

Political rallies in the last few years have resulted in change. “We’ll be on the riser (media area) first and we’ll have people who are turning around and taking photos of us and saying things to us that perhaps we haven’t heard in the past. That has been a different dynamic, but I would say the job itself has not changed.”

Brandon Smith (bsmith@ipbs.org), Indiana Statehouse reporter for Indiana Public Broadcasting and host of the *Indiana Week in Review* television program, agrees with Heinz while adding, “What has changed for me is not how I do my job, but how I feel when I go home at the end of the day.

“Every now and then when I go home and I’m not in a good mood, I wonder to myself: ‘So it’s important that I do what I do, but does it really matter anymore?’ Because this idea that reality itself is up for debate, that the things I can report on in an incredibly truthful way, in what I hope is a fair and balanced way, does that matter to people who might be listening or reading?”

He adds, “Is the audience only hearing what they want to hear no matter what my story says? Will people listening to it or

reading it or hearing it or seeing it believe it? That wears at you a little bit.”

Donnelly vs. Braun

Analyzing an intriguing U.S. Senate race nearly four months ahead of Election Day doesn’t come without peril. The panel looked at some of the factors in play as of mid-July in the contest between incumbent Joe Donnelly and challenger Mike Braun.

“Because every issue could influence voters, we always say, ‘Well, how will it impact the election?’” Wilson comments. “But the big question is: What do voters actually remember? Only so many of those things can matter to a normal person who can’t possibly keep track of it all.”

Those “things” include, for example, tax reform of late 2017, the ongoing battle over health care and, more recently, tariffs and trade, as well as the Supreme Court nomination of Brett Kavanaugh.

Smith contends that the Supreme Court confirmation vote is especially tricky for Donnelly.

“Because on the one hand, do you want to further alienate your liberal base and risk a lack of enthusiasm from them when you’re going to need it? If you do make that vote, you obviously are (going to) attract Republican voters. But are they going to be caring about that when they go to the ballot box in November?”

“The (Neil) Gorsuch nomination (Donnelly was one of three Democrats to support his confirmation in April 2017), certainly you can take a direction from that, but this is very different,” Smith continues. “That was a conservative replacing a conservative. This would be a conservative replacing a more moderate justice and that could shift the balance of the court for decades – one of the most critical nominations we’ve seen in a long time.”

The nomination is also tied to health care, as Bennion points out that Kavanaugh’s ruling “gave the Supreme Court the logic it needed to not strike down the Affordable Care Act.”

Heinz adds, “One thing we’ve heard from Judge Kavanaugh and seen in his previous writings is that he sees importance in precedent. From Democrats, we’ve heard about the concern of whether the next justice will overturn *Roe v. Wade*.

“That could be something that could work in Donnelly’s favor if he were to vote for Kavanaugh and point to the fact that

Kavanaugh has said that he sees value in upholding precedent.”

Bennion provides an overview of Donnelly’s approach while in office.

“Donnelly has worked very hard to portray himself as one of, if not the most, bipartisan members of the Senate. There is a lot of pressure on him to keep his base happy enough. . . . At the same time, he knows that he needs to win a lot of Republican votes. He’s very aware of his precarious position as a Democratic senator running in a red state, and I think we see that in the messaging he uses (and) in the votes he chooses to highlight.”

Wilson notes the interesting facts of Donnelly’s status as a Democrat who has voted with Republicans and Braun’s history of having been previously registered as a Democrat.

“This is a state where Trump won by 19 points; this is a state that has traditionally been Republican, and part of what made Donnelly successful is that he’s been able to toe that middle line,” she attests. “I think partisanship with Braun and Donnelly in the Senate race is most complicating and fascinating.”

Congressional control

While Indiana’s U.S. Senate race is at or near the top of the radar screen for many, the opposite is generally true for the U.S. House.



“It (the U.S. Senate primary) was particularly nasty, a lot of money coming from all sides. In the final debates, certainly the two candidates shifted their focus to attacking Braun, but before that it was Todd Rokita and Luke Messer fighting each other.”

– Katie Heinz



“What issue is going to decide this election? If it’s the economy, that’s so broad, it might be on an almost voter-by-voter basis – what the economy means to them and whether they think it’s a good thing or a bad thing.”

– Brandon Smith

“The 2nd District (incumbent Jackie Walorski in a repeat race against challenger Mel Hall) is always one you keep an eye on where maybe something surprising can happen,” Smith suggests, “but if there’s one that’s going to switch, it’s the 9th (first-term Trey Hollingsworth facing Liz Watson). This is something that Democrats nationally have been focused on.

“I still expect him (Hollingsworth) to win. But if we talk about really high turnout numbers, which tend to help Democrats, of the nine (Indiana districts), it’s certainly the one that’s the most in play.”

Heinz concurs while Wilson identifies a bit of irony in the fact that the open seats are in the 4th and 6th districts, but the true races in both were in the primary.

Turning her attention to the broader control of Congress, Wilson adds, “For a long time, it seemed like the Democrats might be able to take the Senate. Now, if they’re going to take anything, it will be the House. They need 24 seats. If they’re going to get one from Indiana, and that’s the most they’re going to get, it would be the 9th.”

Bennion further breaks down the control for Congress. “It is incredibly tight right now (in the House) with most folks predicting about 199 for the Democrats and somewhere between 208 and 210 for the Republicans with the rest being a toss-up. So, 26 to 28 of those toss-up seats will determine control.

“It is important to understand that we only have 35 seats up in the Senate, with Democrats being on the defensive because 26 of those are held by Democrats. That is a lot of seats to defend while you’re trying to increase your share of the total seats.”

Turnout, as always, will be one of the key factors.

“I always want to say it (turnout) probably can’t get worse, but that’s not a challenge to the Hoosier electorate,” Wilson says with a chuckle. “I don’t want to see it get worse.” She believes the close Senate race will encourage more people to go to the polls.

Ground games and personalized get-out-the-vote efforts will be paramount, Bennion offers. She also puts some numbers into play.

“In 2012, when Donnelly was running last time, we had 22% (turnout) in the primary. That’s similar to the 20% this year. The general election (in 2012), we had about 58%. We can probably expect between 55% and 65% turnout – and let’s hope for the high end.”

An additional ingredient in the mix, according to Smith: “Democrats have more people running in various ways than they have before, for Statehouse and the higher races. Most of them are not going to win, but just having somebody on the ballot will certainly help get more people out to the polls.”

But *more* voters is not always the goal, Smith attests.

“The ad campaigns – it’s not about changing minds. It’s just about trying to get people to the ballot *or not*. And the ‘or not’ is the real problem here because it’s not ‘Oh, we want as many people to vote as possible’; it’s, ‘No, we want these specific people to vote.’”

Back home in Indiana

Bennion, with tongue in cheek, volunteers the prediction that the Indiana House and Senate will not change party control in 2018. She and the others are well aware a reversal is mathematically impossible in the Senate (41-9 advantage for the GOP) and would take a wave of seismic proportions in the House (70-30 margin).

Only two incumbents – Joe Zakas and Dick Hamm – were defeated in their House primaries. Smith says a common factor in both races was that the successful challengers were “true political outsiders (who) hadn’t really run for political office before as far as I could tell. Again, that is something that kind of appeals to people.”

Heinz reveals that other contested primaries drew additional attention, but at this time it’s difficult to identify hot-button races in the general election.

Some students, Bennion points out, believe the Indiana General Assembly has always been controlled by Republicans. She

shares with them the past shifts, particularly in the House, but as for 2018, “I don’t think the conditions are extreme enough to move the needle much in the direction of the Democrats at the state level, and we’ll see if they pick up anything at all.”

Smith adds, “For the Democrats, it’s about managing expectations. (Taking control) shouldn’t be their goal and it isn’t. Their goal at this point is to break the super majority in the House.”

Keep an eye on ...

We concluded by asking the panelists what one or two items they will be keeping the closest watch on as we move closer to November. What might shift the outcomes?

Heinz: “I think the money, the ads. Also trade, seeing how this plays out for farmers in rural counties who voted for the President.”

Wilson: “I’d say mobilization and turnout. We’ve seen a lot of protests and debates. Who actually shows up at the polls will be most influential.”

Smith: “The President. What, if anything, will he do that might shift the balance of this election for or against Mike Braun.”

Bennion: “Watching Donald Trump and what he says and does on trade, on immigration, on other issues because that could have an effect on rallying Republicans and mobilizing Democrats. The Mueller investigation could shift things as well and create a grand political drama.”



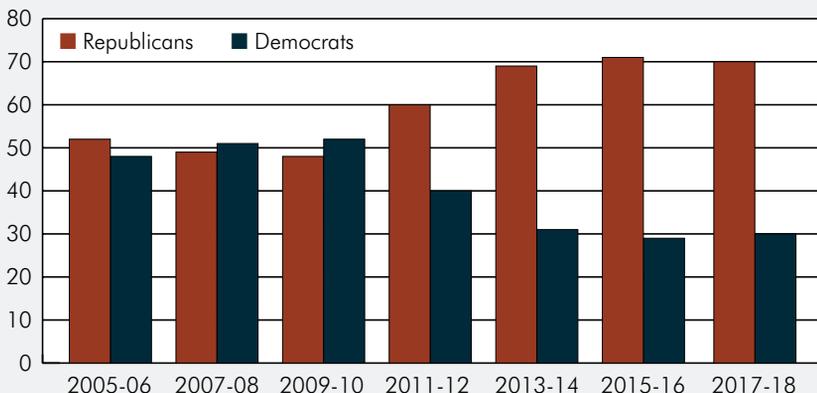
“We hosted candidate forums and debates in St. Joseph County and Elkhart County for the primary elections and we had a record turnout at all of these events. There was an unprecedented level of attention and people showing an intense interest.”

– Elizabeth Bennion

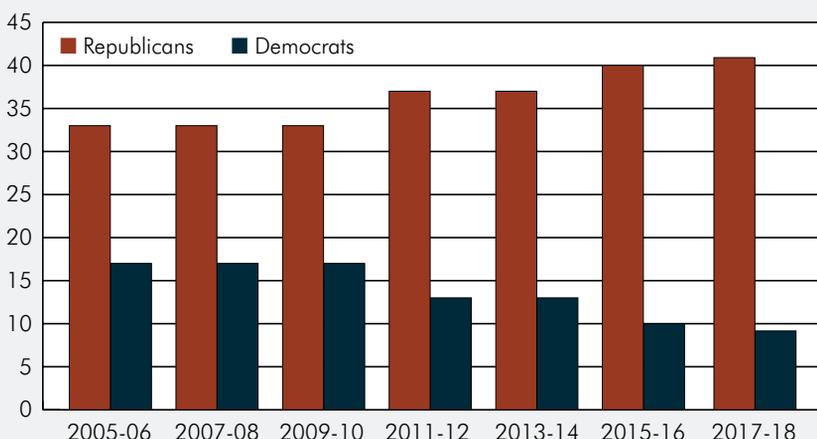
Legislative Control

After times of split power, the last four election cycles have pushed Republicans to super or quorum-proof majorities in both caucuses.

Indiana House



Indiana Senate



INDIANA BUSINESS FOR RESPONSIVE GOVERNMENT (IBRG)

is the Indiana Chamber's non-partisan political action committee. IBRG is the state's largest, most sophisticated and most successful political action committee for electing pro-jobs, pro-economy legislators to the Indiana General Assembly.

IBRG is governed by a volunteer Policy Group committee, which reviews candidates, campaign strategies and research to make decisions on candidate endorsements and resource targeting. A professional staff team works directly with endorsed candidates, providing a variety of campaign management services to maximize the impact of every dollar invested in targeted races.

Since 1990, nearly 90% of IBRG-endorsed candidates have won their races and a total of 41 incumbents have been defeated by IBRG-endorsed challengers.

2018 IBRG Candidate Endorsements (as of August 16, 2018)

Indiana House of Representatives

- Terri Austin, HD 36
- Michael Aylesworth, HD 11
- Ron Bacon, HD 75
- Beau Baird, HD 44
- Steve Bartels, HD 74
- Bob Behning, HD 91
- Bruce Borders, HD 45
- Brian Bosma, HD 88
- Tim Brown, HD 41
- Woody Burton, HD 58
- Martin Carbaugh, HD 81
- Robert Cherry, HD 53
- Ed Clere, HD 72
- Tony Cook, HD 32
- Steve Davisson, HD 73
- Dale DeVon, HD 5
- Sean Eberhart, HD 57
- Jeff Ellington, HD 62
- Karen Engleman, HD 70
- Sue Errington, HD 34

- Dan Forestal, HD 100
- Dave Frizzell, HD 93
- Randy Frye, HD 67
- Phil GiaQuinta, HD 80
- Chuck Goodrich, HD 29
- Doug Gutwein, HD 16
- Earl Harris, Jr., HD 2
- Ryan Hatfield, HD 77
- Robert Heaton, HD 46
- Dave Heine, HD 85
- Matt Hostettler, HD 64
- Todd Huston, HD 37
- Jack Jordan, HD 17
- Chris Judy, HD 83
- Mike Karickhoff, HD 30
- Cindy Kirchhofer, HD 89
- Sheila Klinker, HD 27
- Doug Miller, HD 48
- Don Lehe, HD 25
- Matt Lehman, HD 79
- Dan Leonard, HD 50
- Shane Lindhauer, HD 63

- Jim Lucas, HD 69
- Randy Lyness, HD 68
- Karlee Macer, HD 92
- Kevin Mahan, HD 31
- Ethan Manning, HD 23
- Peggy Mayfield, HD 60
- Chris May, HD 65
- Wendy McNamara, HD 76
- Justin Moed, HD 97
- Bob Morris, HD 84
- Alan Morrison, HD 42
- Sharon Negele, HD 13
- Julie Olthoff, HD 19
- Matt Owen, HD 71
- J.D. Prescott, HD 33
- Jim Pressel, HD 20
- Tom Saunders, HD 54
- Donna Schaibley, HD 24
- Sally Siegrist, HD 26
- Hal Slager, HD 15
- Ben Smaltz, HD 52
- Ed Soliday, HD 4

- Mike Speedy, HD 90
- Greg Steuerwald, HD 40
- Holli Sullivan, HD 78
- Jeff Thompson, HD 28
- Jerry Torr, HD 39
- Heath VanNatter, HD 38
- Tim Wesco, HD 21
- David Wolkins, HD 18
- John Young, HD 47
- Dennis Zent, HD 51
- Cindy Ziemke, HD 55

- Travis Holdman, SD 19
- Erin Houchin, SD 47
- Dennis Kruse, SD 14
- Jim Merritt, SD 31
- Mark Messmer, SD 48
- Chip Perfect, SD 43
- Jeff Raatz, SD 27
- Linda Rogers, SD 11
- Greg Walker, SD 41
- Andy Zay, SD 17

Indiana Senate

- Ron Alting, SD 22
- Eric Bassler, SD 39
- Phil Boots, SD 23
- Liz Brown, SD 15
- Jim Buck, SD 21
- Jon Ford, SD 38
- Chris Garten, SD 45
- Mike Gaskill, SD 26
- Ron Grooms, SD 46

*U.S. House of Representatives

- Jim Baird, CD 4
- Jim Banks, CD 3
- Susan Brooks, CD 5
- Larry Bucshon, CD 8
- Trey Hollingsworth, CD 9
- Greg Pence, CD 6
- Jackie Walorski, CD 2

*Endorsements made by Indiana Chamber's Congressional Affairs Committee

Voter Turnout: Top, Bottom Counties

2016 General Election

Registered voters: 4.82 million | Voters voting: 2.80 million | Turnout: 58%

Top Counties (by %)

71%

LaGrange, Whitley

70%

Hendricks, Vermillion, Wells

69%

Adams, Dearborn, Hamilton

67%

Boone

Bottom Counties (by %)

47%

Scott

47%

Switzerland

50%

Elkhart

51%

Crawford, Delaware

52%

Starke

2014 General Election

Registered voters: 4.59 million | Voters voting: 1.38 million | Turnout: 30%

Top Counties (by %)

52%

Jay

49%

Martin

48%

Ohio, Perry, Pike, Spencer

46%

Greene, Wells

Bottom Counties (by %)

24%

Johnson

25%

Marion, Miami

26%

DeKalb, Monroe, Vanderburgh

27%

Delaware, Elkhart, Lake, Putnam, Wayne

2012 General Election

Registered voters: 4.55 million

Voters voting: 2.66 million | Turnout: 58%

Top Counties (by %)

Wells: 72%

Adams: 71%

Hamilton, Whitley: 69%

Decatur: 67%

Bottom Counties (by %)

Scott: 46%

Clinton: 49%

Warrick: 50%

Delaware, Orange, Switzerland,

Vanderburgh: 51%

2010 General Election

Registered voters: 4.32 million

Voters voting: 1.78 million | Turnout: 41%

Top Counties (by %)

Martin, Wells: 56%

Adams: 55%

Ohio, Perry, Pike: 54%

Bottom Counties (by %)

Grant, Tippecanoe: 35%

Delaware, Marion: 36%

Lake, Vanderburgh: 37%

Source: Indiana Secretary of State

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Jennifer Wright, MSN, RN, CPN
Clinical Manager, School Nursing

Today's school nurses serve as Chief Medical Officers within the school, caring for children with a wide variety of chronic and acute medical concerns and providing critical health information to promote the well-being of students and staff. Hendricks At Work offers innovative solutions to help support school nurses and the pivotal role they play in creating healthy learning environments. Our team can employ and manage the nurses working within your school population to provide services such as recruitment, regulatory oversight and continuing education from our Magnet® accredited nursing team. Learn more at [HENDRICKSATWORK.COM/SCHOOLS](https://www.hendricksatwork.com/schools).



Hendricks
Regional Health

AT WORK

DYNAMIC AND CREATIVE CULTURE



CONTINUING TO BATTLE THE NUMBERS GAME

Keeping score is essential in measuring the progress of each of the *Indiana Vision 2025* goals. Of the four plan drivers, however, Dynamic and Creative Culture is likely the most challenging to evaluate.

Consider the following:

- Anecdotal progress – attraction of companies and jobs, expansion of co-working spaces, strong growth in central Indiana – pales when the review occurs on a statewide basis. Start-up activity and employment in such firms trail all but a handful of states.
- Venture capital availability is another key ingredient. Recent media headlines and even some of the trends reveal an increased access for many organizations. But a composite, using a three-year rolling average, of capital investment on a statewide basis places Indiana in the mid-30s among the 50 states.

While technology and innovation can change quickly, it's more

difficult to move the numbers in a national comparison. The entire state, with its declining rural demographics, may not be capable of quick movement in achieving entrepreneurial success.

The quality of place focus inherent in the Regional Cities Initiative and other state programs takes on even greater importance. But those advances are, once again, long term in nature.

Indiana fares better than average in university business spinouts, foreign direct investment and exports.

The following charts outline:

- The seven Dynamic and Creative Culture goals with a subjective overview of progress (Page 49)
- Those same goals, with metrics that were used to evaluate them in the 2017 *Indiana Vision 2025* Report Card. The 50-state ranking (1 is best; 50 is worst) for 2017 and the prior Report Card in 2015 are presented

RESOURCE: Complete information on *Indiana Vision 2025* is available at www.indianachamber.com/2025

Driver/Metric	Current rank	Prior rank
DYNAMIC AND CREATIVE CULTURE		
Drive strategic entrepreneurship and innovation formation for new and existing firms		
Kauffman Entrepreneurial Index	44	42
Total Employment/Firms 0 to 5 years old	42	44
Net Job Creation/Firms 0 to 5 years old	44	36
Increase intellectual property commercialization and attain "Top 5" ranking		
University Licensing Income	27	29
University Licenses and Options	14	18
University Business Spinouts	5	10
Achieve a "Top 12" ranking among all patents per worker		
Utility Patents	22	27
Design Patents	19	19
Achieve "Top 12" ranking in venture capital invested per capita		
Venture Capital Invested	35	36
Strategically recruit foreign direct investment (FDI) and achieve "Top 5" ranking		
Employment at U.S. Affiliates	12	10
Foreign Direct Investment	18	21
Increase Indiana exports to achieve "Top 5" ranking per capita among all states		
Exports as Percent of GDP	10	12
Exports per Capita	10	12
Promote a diverse and civil culture that attracts and retains talented individuals		
Violent Crime Index	29	26
Net Domestic Migration	27	30
H-1B Certified Visas	29	31

Continued on page 49



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Discovery Park District at Purdue University is a transformational center of innovation on the edge of campus. Here your company will have the opportunity to tap into the vast university strengths and assets, collaborate with other world-class corporations, researchers and visionaries.

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After seven weeks of preparation, start-up leaders pitch their ideas to an audience of investors, entrepreneurs and community members.

Accelerator Engages Start-Ups

By Symone C. Skrzycki

Josh Driver has a passion for “doing good.”

He’s co-founder and CEO of Selfless.ly, a platform built to help companies of all sizes track their corporate social responsibility impact.

“We want to help businesses get to that double bottom line: How can we make a profit while also creating purpose?” he remarks.

Proudly, Driver shares how Selfless.ly’s participation in gBETA Indy – a free, seven-week accelerator for early-stage companies with local roots – is opening new doors. The program (Indiana’s first public accelerator) connects start-ups with mentors; makes introductions to potential customers and partners, legal experts, angel investors and venture capitalists; and helps them hone their message.

“One of the great things was that they brought mentors to us that could ... tell us we had a terrible idea or a great idea or, ‘Here’s how to save money.’ It was nice to have like a revolving door of mentors – some of which never responded to an email we’d sent before (Selfless.ly’s experience with gBETA).

But once we got into gBETA, they were like, ‘Oh! Somebody thinks you have a valid business here. I guess I can reply to that (email).’”

The program culminates with a LiveBETA celebration revolving around five-minute pitches to fellow entrepreneurs, potential investors and community members, along with networking.

gBETA (a program of nationally-ranked start-up accelerator gener8tor) is headquartered in Wisconsin, with locations in that state in Beloit, Madison and Milwaukee, and other Midwest programs in Detroit, Cincinnati and Minneapolis.

“The goal is for at least one-third of gBETA graduates to either raise a seed round of at least \$50,000 or get into a full-time, equity-based accelerator within one year of graduating,” imparts gBETA Indy director Chelsea Linder. “Right now, our metrics are closer to 50% of the companies out of the whole gBETA portfolio across the Midwest having achieved those metrics.”

The inaugural 2018 gBETA Indy cohort (chosen from 50-plus applicants):

- **Codelicious:** Coding curriculum
- **Pinpoint Pharma:** Delivers high-precision medications to veterinarians
- **Selfless.ly:** Corporate social responsibility online platform
- **SnapShyft:** Digital staffing app for food and beverage industry
- **Woven:** Evidence-based developer hiring platform

Team, traction

At press time, the application process for the fall gBETA Indy cohort was underway. The program is conducted twice a year, with five companies selected.

What criteria make a start-up stand out?

Team, traction and “category design.”

“We’re looking for coachability. And people who are great team players and who are already working really well together so that when we come in and put them in a pretty intense seven-week program, they can really shine and it will bring out their best qualities,” Linder stresses.

“The second thing we’re looking for is traction. Just like any investor, we’re looking for growth – whether that’s revenue or customer growth. ... The third thing we’re looking for is what we call category design. We’re always looking for new ideas and companies that are solving problems that don’t already have a solution rather than trying to support Uber No. 500.”

Strategizing with Linder and the gener8tor team twice a week keeps progress for the participating companies on track.

“Out of those meetings, we come up with goals on a weekly basis and then overall goals for the program and moving past the program. My biggest job is holding the companies accountable to those goals,” she offers. “We set pretty lofty goals and we do hold them accountable. Even though it’s only two hours a week (one hour per session) that they’re

meeting one-on-one with me, they have a lot of homework and a lot of work that they're doing on their business outside of those meetings."

Powerful partnerships

Christine McDonnell is co-founder and CEO of Codelicious, which is designed to build confidence in educators and students by offering immediate access to computer science curriculum in the classroom.

"We focus on grades three through eight and we develop our product so that any educator can teach it regardless of their computer science background," she explains.

McDonnell cites a weekly happy hour with mentors as one of the most valuable aspects of gBETA Indy.

"It didn't matter what field the mentor came from. It was always great insights that were shared. We would have weekly Mentor Swarms. There were probably between five to 10 mentors per swarm, so you'd get like 15 minutes with each of them, and there was always an insight that came from that."

An OpenBETA lunch-and-learn series, open to the public, delves into themes such as setting financing milestones, fundraising and revenue models.

'I'm not in this alone'

The accelerator participants, including McDonnell, relished opportunities to bounce ideas off of fellow cohort members.

"Going through the (gBETA Indy) accelerator is intensive! It's intensive while you're growing your business, so to have a group there with you going through that same rigor and doing the same things that you're trying to do to grow your business gave the ability to collaborate."

Woven founder and CEO Wes Winham seconds that.

"Just being with a group (that's in) a similar stage (gives you the reassurance) mentally that, 'I'm not in this alone.' It kind of creates a tiger community here locally."

Driver chimes in, chuckling as he recounts, "It's always nice to be able to commiserate with somebody – because there's some days when you're just like, 'What am I doing? Why did I decide to do this? Why did I walk away from my corporate paycheck?' It's nice to go through that with other people in a close environment."

Winham credits gBETA Indy with helping to recruit new clients.

"We have a couple people in the sales pipeline that are a result of connections with gBETA," he divulges.



Chelsea Linder, gBETA Indy director (right) brainstorms with Christine McDonnell, co-founder and CEO of Codelicious. The company announced nearly \$1 million in new funding in late August.



Codelicious launched its curriculum as a service business model in January 2017. It consists of full-semester, interactive courses delivered in the classroom or online.

Whirlwind week

The final week of gBETA Indy centers around LiveBETA and an investors' forum.

"The investors' forum is where I'm setting up as many pitches as I possibly can for the companies between angel investors, early stage VCs and equity-based accelerators," Linder conveys. "I think (in June) we landed at around 25 to 30 pitch sessions within that week and trickling into the following week."

Winham recalls the experience as incredibly draining – and valuable.

"That was an intense week!" he affirms. "It was like nine days from the first pitch to the last. I think I pitched 19 times to more than 19 investors. Some of those were multiple investors. The 10th pitch is 10 times better than the first pitch. You get practice. You get feedback and get used to the questions people are asking."

Linder describes the gBETA approach, in Indianapolis and throughout its other markets.

"We're coming into these markets and really trying to help build up the community as a whole with an economic development goal of helping all of the entrepreneurs across every industry become more successful and get access to all of these resources – with the long-term goal that these companies are going to grow and stay in the Midwest."

"We're really trying to help get the Midwest to be more competitive with the east and west coasts when it comes to venture funding and entrepreneurship in general."

Proudly, she comments that participant feedback has been positive.

"They're coming out of it with a lot of new connections to mentors, investors, customers and partners that they never would have been able to get without being a part of the accelerator. And they're also coming out of it with a renewed sense of excitement around their business and the potential they have moving forward."

RESOURCES: Chelsea Linder, gBETA Indy, at www.gbетаaccelerator.com/indy | Christine McDonnell, Codelicious, at www.codelicious.com | Josh Driver, Selfless.ly, at www.selflessly.io | Wes Winham, Woven, at www.woventeams.com

BRINGING THEM HOME

Strategies to Tap Into Tech Talent

By **Crickett Gibbons**

Justin Keller and his wife, Annie, traded their \$3,600-a-month two-bedroom apartment in Oakland, California, for a brand-new, four-bedroom home in the Fountain Square neighborhood of Indianapolis about a year ago. After living and working in the Bay Area for seven years, they returned to the Hoosier state, where Keller had initiated his tech career.

He interned for Scott Jones after graduating from Indiana University, working on various projects including the Indy Robot Racing Team in 2005. Later, he joined ChaCha as the first non-founding employee. But after earning his MBA at Purdue University, Keller packed up his car and headed west.

“I wanted to be in the epicenter of it. I wanted to be more challenged. I wanted to deepen my experience,” he recalls. The culture, food, nature and diversity of

activities also attracted him.

Now he’s vice president of marketing at Sigstr in Indianapolis.

Just two months after deciding to leave the West Coast – mainly to be closer to family – the young couple returned to what *Forbes* lists as the fifth fastest growing tech job market in the U.S. (2006-2016) and the second for software job growth (2014-2016), according to Software.org.

The Kellers also contributed to the “techsodus,” or tech exodus, of Silicon Valley.

As cost of living and commute times continue to skyrocket, and tech opportunities expand beyond the country’s coastal corridors, migration has started to shift; more people left Silicon Valley in 2016 than arrived, according to the 2018 Silicon Valley Competitiveness and Innovation Project.

Nick Cromydas, CEO and co-founder of the Chicago-based recruiting firm Hunt Club, confirms that affordability pressures combined with fast-growing tech cultures in other areas – like Indiana – encourage people to consider moving to smaller markets, including back to their hometowns.

“There’s sort of a tide coming where talent is coming back to midwestern cities or smaller southern cities to change their

lifestyle a bit,” he relates. They want to continue working in a fast-growing company and tackle challenging problems, “but not have to worry about having to make a half a million dollars to afford their mortgage and go out to dinner once every two weeks.”

With competition heating up in other markets – Austin, Nashville, Charlotte and Cincinnati to name a few – what can Indiana companies do to attract tech talent?

1. Dig for Hoosier roots

Family is a compelling draw for many, as it was for the Kellers.

A 2014 technology workforce report from TechPoint confirmed that being close to family was frequently cited by professionals choosing to locate in central Indiana. Further, central Indiana companies report that appealing to candidates with an Indiana connection works; 81% of businesses surveyed indicated at least eight out of 10 of their tech employees are from Indiana or have an Indiana family connection.

Cromydas advises companies to search specifically for those with an Indiana connection, whether it is growing up in the state or previously attending a college or university here. Referrals and social media networks often reveal if there is a link.

Chris Gresham, assistant director for employer relations and alumni at Rose-Hulman Institute of Technology in Terre Haute, says he hears from graduates who moved out of state looking to return, but they are selective.

“A lot of times you’ll find that alumni want to come back home. That doesn’t necessarily mean they’re going to take anything. The biggest hindrance I see is finding the position at the right location.”

2. Build relationships

For professionals who are used to being recruited – such as computer scientists, engineers and other high-demand talent – it’s important to go beyond a traditional human resources system, Gresham notes. Having someone that a potential job-seeker can call or email and start a conversation with can make a difference.

“If there isn’t a direct connect, if there isn’t a specific person they can talk to, and



Justin Keller and his wife, Annie, purchased a new home within walking distance of downtown Indianapolis shortly after returning to the area – something they couldn’t have done in San Francisco where a similar home would sell for \$3 million to \$4 million.

they get lost in the HR database of ‘submit application here and wait five months to hear back,’ they lose interest. They move on,” he cautions.

Gresham also suggests drawing on the multiple networks available within a company.

“One of the things we see with a large level of success is the idea of leveraging current employees to network,” he remarks. “Many companies may have a staff recruiter 500 miles away. If they are not open to input from people working on the floor, they are often shooting in the dark.”

The Hunt Club uses a technology-enabled referral system where referrers, called influencers, make direct recommendations if one of their professional contacts seems to be a good fit for a specific job opening.

Cromydas also recommends that every Indiana company have a pipeline of candidates and to reach out periodically to see if there have been any personal or professional changes.

“If you come across a candidate who has been working for eight to 15 years, there’s a strong chance he or she is getting ready to have a family, and this could be a good time for them to settle in a city that will support these life changes,” he observes.

In addition, don’t overlook university contacts, even when searching for mid-level professionals. Gresham recalls helping a company fill an engineering position that had been empty for almost two years. “We featured the position in our alumni newsletter so we could shoot it out to all of our alumni. They ultimately ended up hiring somebody from that.”

3. Highlight opportunities

Offering a competitive salary, benefits and attractive work environment are well-known must-dos when trying to attract talent, but at smaller companies, selling the mission and emphasizing opportunities an employee may not have in a larger organization can make a difference, Gresham believes.

“We find that when a company can go beyond the quantitative data – how much we pay, the number of employees, our retirement (plan) – and they go into the qualitative data of our mission and why we exist and why people want to work for us, I think that attracts not just more applicants, but I think it attracts a better type of applicant,” he shares.

Cromydas notes that tech workers want to solve problems, be challenged and work on projects or for companies they are excited about. It’s important to help them see the possibilities and potential.

Sharing the bigger story may also pay off when potential recruits realize they would join an expanding tech culture with fast-growing companies.

“The strength that Indianapolis has (is) the fact that they’ve got that talent pool that has experienced what it’s like to grow a fast-growing business and are now in that ecosystem and dispersed across many different companies,” Cromydas contends.

4. Focus on quality of life

Affordability and other quality of life attributes are hands-down selling points for Indiana. In San Francisco, the median home value as of June 30 was over \$1.35 million, with median rent at \$4,500, according to Zillow. In the Indianapolis-Carmel-Anderson metro area, it’s \$152,800 and \$1,195, respectively.

Salaries are often scaled to account for some of this difference, but not enough to help employees get ahead. A family of four making \$117,400 in San Francisco (officially the City and County of San Francisco) is considered low income by the U.S. Department of Housing and Urban Development.

Personalized community tours arranged by Northeast Indiana Talent Attraction help incoming job candidates and their families learn about the area. Melissa Little (center) and husband Brad, now the president and CEO of the Community Foundation of Greater Fort Wayne, were looking for arts and sports programs for their kids, so the Jorgensen Family YMCA in Fort Wayne was a highlight. Providing the tour are Kelly Werth (left) and Joelle Ruefer with NEINTA and Reecer Properties.



For the Kellers, the inability to build equity in a home also factored into their decision to move. Justin estimates their 2,900-square-foot home – a 10-minute walk to Fountain Square and 25-minute walk to Monument Circle – would easily cost \$1.5 million in the suburbs of the Bay Area. If within walking distance of downtown Oakland or San Francisco, it would fetch \$3 million to \$4 million.

While Justin could walk to a train and then take a cable car to work in San Francisco, Annie spent about three hours in the car every day to commute to and from work.

5. Sell the location

Despite the lower cost of living and quality of life differences, top job candidates – and their families – may not be able to picture themselves living in Indiana. Even native Hoosiers might not realize how areas may have changed since they left or be familiar with other parts of the state.

To help companies overcome that challenge, the Northeast Indiana Talent Attraction (NEINTA) nonprofit provides personalized tours and information for top job candidates and their families in Allen and Kosciusko counties.

“We call it ‘rolling out the red recruiting carpet,’ ” notes founder Lynn Reecer, who also owns Reecer Properties real estate agency in Fort Wayne. She stresses a one-size-fits-all approach doesn’t work.

Through an in-depth phone interview, the NEINTA team learns about a top candidate’s – and accompanying spouse or partner’s – lifestyle, community preferences and other concerns or questions, such as education options, extracurricular programs or health care requirements.

When Derek Fahrer’s employer, Raytheon, offered him a program manager position in Fort Wayne – closer to his Michigan family and grandparents for their two young children – his wife, Diana, a lifetime New England resident, recalls feeling “a bit of panic about it. ... I knew nothing about Indiana. My biggest fear was if we came to visit

and I didn't like it, we would be giving up the chance to be closer to family."

Touring and talking with Kelly Werth and Joelle Ruefer, of NEINTA and Reecer Properties, reassured her. Werth addressed Diana's concerns about tornadoes and shared information about schools, outdoor activities and places to explore on the weekends. Diana saw firsthand different areas in and around Fort Wayne and learned about the downtown development, miles of hiking and biking trails, shows, popular activities, festivals and much more.

"Fort Wayne came off as a very family-friendly city, which was important for us," she summarizes.

Derek accepted the position and they moved to Fort Wayne at the end of July.

As part of the process, candidates are asked a telling question: In order of priority, what is most important to you in making this decision? The job itself and the offer, how your spouse or partner feels about coming here or how good of a fit this community is for your lifestyle and your family.

So far, no one has placed the job at the top, Reecer reports. In fact, some rank the job dead last.

She contends that this is a new way of being a head hunter. "It's very personal. It is very much like a concierge service. It is kind of match-making, but we are trying to match-make them with this community if we can."

Landing top candidates is about much more than the job and it may mean enlisting help outside the company. The whole family needs to feel comfortable with a move.

"There are so many good jobs out there; it's so competitive, so that's why the whole paradigm has completely changed," Reecer observes.

RESOURCES: Justin Keller, Sigstr, at www.sigstr.com | Nick Cromydas, Hunt Club, at www.huntclub.com | Chris Gresham, Rose-Hulman Institute of Technology, at www.rose-hulman.edu | Lynn Reecer, Northeast Indiana Talent Attraction Inc., at www.neintalent.org



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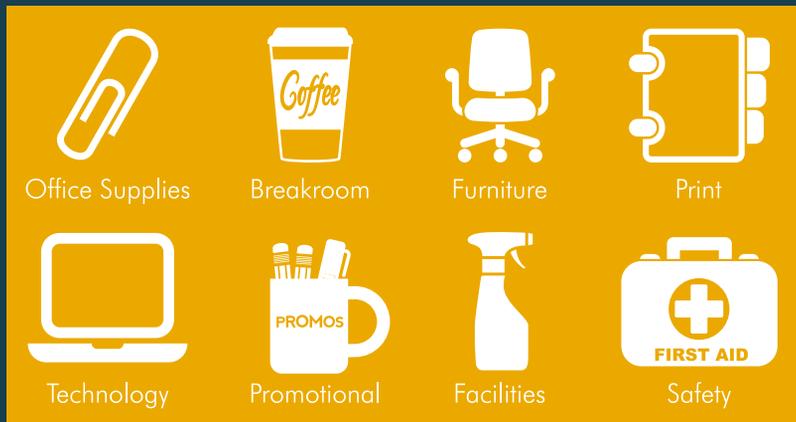
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FULL STEAM AHEAD

Little Engine Ventures Building for Future

By **Crickett Gibbons**

“August two-a-days are over. We’re ready for the game. Let’s go.”

Daryl Starr has a game plan, strategy and “players” with the agility, ability and confidence to capitalize on strengths and adapt to change.

As a founder and managing partner of Little Engine Ventures (LEV) in Lafayette, Starr compares the company’s readiness for action to the end of twice daily summer football practices – when the team has worked hard and is ready for the upcoming season.

In this case, however, LEV is still bringing aboard new players.

It’s recruiting small business owners ready to retire or hand over the calls and transition out of ownership. It’s also recruiting new leaders ready to take a team to the next level.

Investing in small companies

Starr describes LEV as a partnership of business owners that invests in small businesses. It has grown from seven partners when it started in 2016 to 22, including Starr and the other founder and managing partner, Mikel Berger.

While LEV has a minority investment in six privately held businesses and also owns a minority interest in other publicly traded companies, the emphasis now is on buying or controlling additional small businesses to grow its current roster of seven, Starr notes.

As entrepreneurs reach retirement age, an opportunity to sell outright may be especially attractive. If a family member or employee doesn’t have the means – or desire – to purchase and take over the business, acquisition by LEV may be an option.

Top prospects have an annual revenue of \$1 million to \$10 million (possibly up to \$25 million), five to 15 employees and are within a 180-mile radius or two-hour drive time from Lafayette, Starr relates. LEV also considers growth potential and opportunity for innovation in what often has been a traditionally run operation.

“A lot of these small businesses in central Indiana that are owned by older owners haven’t necessarily embraced technology in a big way. A lot of businesses don’t need it to do business, but there are some efficiencies that can be gained by implementing enabling technology,” he observes.

“We bring in a new leader who oversees day-to-day operations. The business is conservatively capitalized, and they are responsible for making sure the team and the future is secure and is stewarded well.”

The “entrepreneurship through acquisition” structure enables LEV Executive on Deck participants to hunt for a business, work on the transition and lead a company even if they don’t want or can’t afford a cash outlay. They can invest in the company – although they don’t have to – and reap some rewards without shouldering the whole risk.

Customer focused for long-term growth

LEV also isn’t chasing short-term gains in the businesses it buys. Decisions are based on what’s best for the customer and long-term



Little Engine Ventures (LEV) often incorporates new software and other innovative solutions after acquiring small businesses. A Spectrum Seed mobile sales app enables Brent Budreau to report real-time results to growers.

growth and sustainability.

“Philosophically, the way I like to look at it – and time will tell – I think it starts with the customer. Without the customer, none of us has jobs,” Starr emphasizes.

He draws on his own small business, entrepreneurial and investment experience. He previously started three other ventures including Advanced Ag Solutions, which he sold in 2014, before joining Purdue University – his alma mater – as entrepreneur in residence at Purdue Foundry. Advanced Ag Solutions specialized in precision agronomic consulting and developed a precision ag software tool called Optimizer.

Berger is also a partner at DelMar Software Development in West Lafayette, which was the lead developer of Optimizer. He brings additional software technology, entrepreneurship and consulting experience to the LEV team.

Raised on a farm in eastern Indiana, Starr credits his early years with exposure to technology, hard work and an emphasis on investing for the future.

“My dad was a crazy hard worker. He’s also smart, an early adopter of technology. He had an Apple II computer in 1982, ’83, and used VisiCalc to build a spreadsheet that was calculating his return on investment. He was hedging, on the board of trade, kind of a crazy techno finance farmer. And I grew up thinking that was totally normal.”

Lending a hand

Starr’s drive to share his expertise and desire to be modest, combined with the Purdue Boilermaker connection, crystallized when naming the company.

“It’s about helping others, like the book (*The Little Engine That Could*). It’s a nod to Purdue, but it’s also about, ‘Let’s be humble. ... Don’t be too big to stoop down and help somebody and give it your best’” like in the story, he shares.

“I also thought it would be super hilarious if it got really big, so I’m setting up a 40-year-long joke,” he laughs. “It’s a long-term perspective.”

Software solutions

LEV’s customer-first philosophy combined with Starr’s agricultural business background, farming roots and commitment to long-term sustainable growth attracted Josh Richey to LEV when Starr was looking for someone to head up Spectrum Seed, LEV’s first control acquisition in August 2016.

As Spectrum president and CEO, Richey and his team have expanded its customer-centric approach, enhanced by new software solutions.



After LEV’s involvement, Fountain Square Brewing Co. updated its branding and messaging strategy and installed a new bottling line that can operate with fewer people.



“We integrated new (customer relationship management) software so we could manage the database more effectively, and it’s created a cleaner experience for the sales team and for the customer. We also implemented an Enterprise Resource Planning solution,” he explains.

“LEV is a big believer in keeping things effective and simple,” Richey adds. “We have (software) that offers all of the fundamentals that we need, is easy to use and makes that experience on both sides of the table really simple, clean and effective.”

Innovation may always be at the forefront, but LEV also respects a company’s prior culture. “They were able to maintain the vision, keep the feel of the company and add resources that allowed it to continue to grow at a sustainable pace moving forward,” Richey summarizes.

‘A shot of adrenaline’

At Fountain Square Brewing Co. in Indianapolis, the change in ownership in

February 2018 was “like we got a shot of adrenaline,” says Luke Nelson, the sales manager who also helps oversee daily operations since Brad Smith, the new president and CEO, lives in West Lafayette.

Smith participated in the Executive on Deck program, which he credits with allowing him to follow his entrepreneurial passion without the risk – and financial commitment – of starting a business at age 30 with a wife and three kids.

Consistent with LEV’s strategy, the craft brewery was poised for innovation and executive-level leadership to help it grow and succeed, especially in the crowded craft beer marketplace.

“On a philosophical level, they’ve given the brewery a little more direction and vision,” Nelson notes.

Music events are out. Dogs are back in. A brand refresh incorporates new messaging, an updated logo and packaging with icons that represent life’s moments – big and small.

“The idea is that we want to be a partner

for people to make everyday moments great moments because of the way they savor the moment and share it with people,” Smith explains.

Hard-core cost analysis and monitoring enabled the business to reduce expenses, with additional data review in the works to monitor the impact of the brand refresh, Smith shares.

Nelson, who worked for the brewery prior to the sale, appreciates the deep business knowledge of the LEV team.

“One of what I think is the most positive things is they all have a very high business acumen,” he stresses. “They know what they are doing. They are able to look at the data we can provide and figure out ways we can save money. And not just save it, but save it to invest back into the brewery.”

An example is a new bottling line that operates with three people instead of 12, Nelson reveals. The updated equipment also benefits customers by improving the quality of the beer.

Developing a winning team

Monthly CEO meetings include an opportunity to discuss operations issues, capitalizing on the diversity of experience.

“We intentionally spend time together trying to strategize and trying to create a space where some of that collaboration and thinking can provide something that is stronger and more fruitful than if it was just one leader thinking about this issue,” Smith observes.

Those team meetings help LEV’s key players work together to develop winning strategies. And the partnership should only grow as LEV



Little Engine Ventures managing partners Daryl Starr (left) and Mikel Berger draw on their combined entrepreneurial, software technology, investment and consulting experience to identify small businesses to acquire and leaders to run them.

purchases more small businesses from retiring or aging owner-operators.

“What we are going to do is hard,” Starr readily admits, adding, “I’m more and more convinced that the opportunity of this generational shift that’s going to happen in small businesses is something that Little Engine Ventures can win. We can be the best in the market at that.”

RESOURCES: Daryl Starr, Little Engine Ventures, at www.lev.vc | Josh Richey, Spectrum Seed, at www.spectrumseed.com | Luke Nelson and Brad Smith, Fountain Square Brewing Co., at www.fountainsquarebrewery.com



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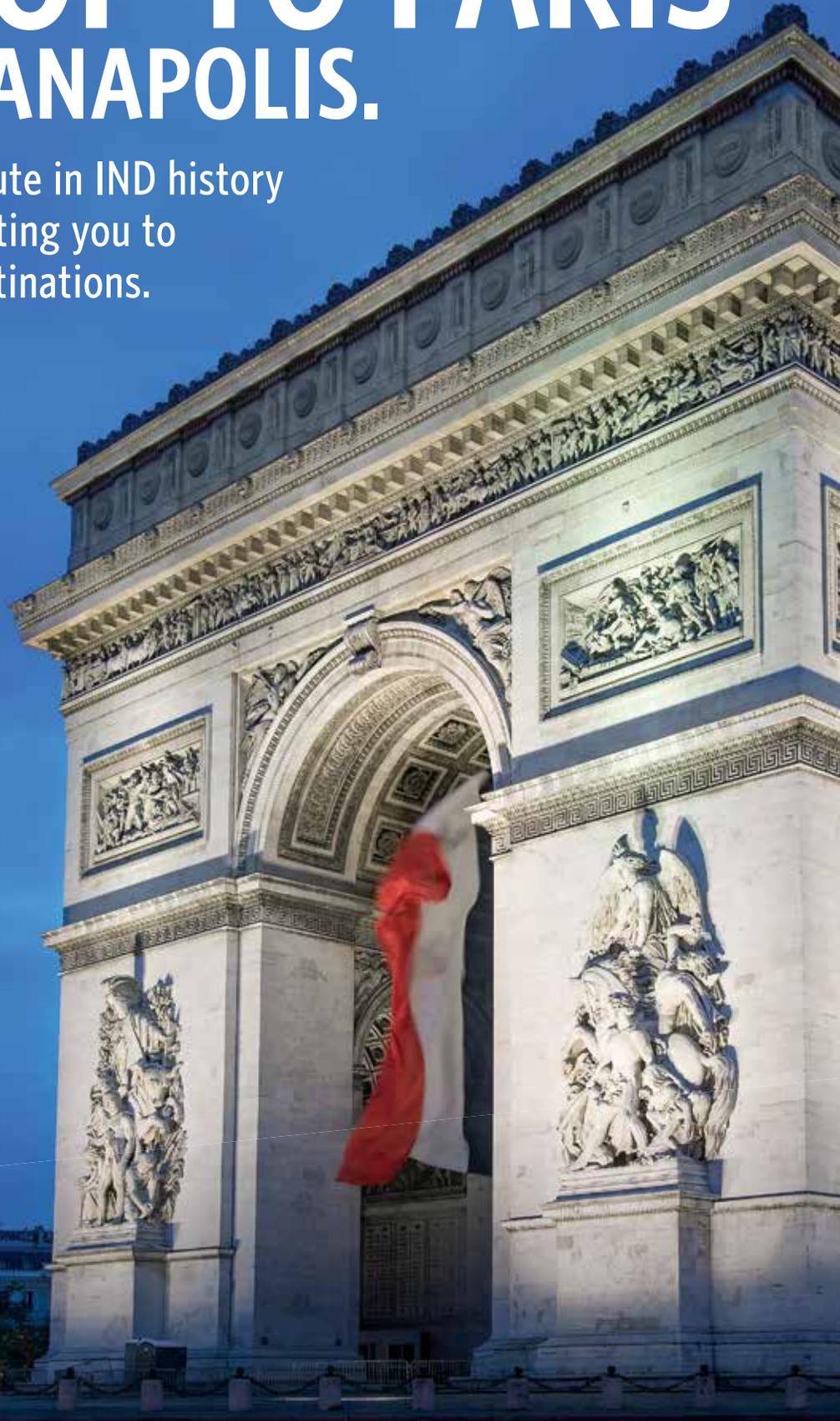
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WHIRLWIND of PROGRESS

Cyclone Social Embraces Unique Approach

By Marissa Smith

The mantra of Fort Wayne-based marketing agency Cyclone Social is hard to miss, considering it is the main focal point upon entering the company's downtown office. A 20-foot mural welcomes guests as they step inside, immediately accomplishing its goal by getting people's attention.

This eye-catching visual display is fitting for a business that specializes in a different form of engaging content. Cyclone Social is a strategic marketing agency that focuses almost exclusively on social media. The company, started by University of Indianapolis alumnus Andrew Lamping shortly after his college graduation, picked up its first client in 2012 and has been growing ever since.

"Every little boy wants a Swiss Army knife, but when he goes to screw something in, he only wants a screwdriver," offers Lamping, using an analogy he finds best describes his business philosophy. "Cyclone Social is a screwdriver; we are specialists."

The social media emphasis has worked well for Cyclone Social. In January of last year, the company more than doubled its staff size, forcing it to relocate to a larger office. The growth also has come in revenue, with a 300% increase at the end of 2017 compared to previous years.

When asked what it was like to see his business grow so quickly, Lamping pauses to consider the question carefully. "It's funny that you ask that, because to me, I was never watching. I'm just in it, dialed in. When someone asks a question like that, it's kind of an 'ah-ha' moment. ... That is pretty cool."

Christopher Lamping, Andrew's brother, has had a much different vantage point. "I have been able to actually see this company blossom, from originally seeing Andrew working by himself to having a staff of 15. It's incredible."

By the hand

Everything the company has accomplished since 2012 has been achieved without contracts, a tactic not utilized by many businesses.

After an initial assessment, the Cyclone Social team proposes a flat monthly rate to cover the cost of meeting identified needs. The arrangement continues as long as clients like: no signatures, no dotted lines and no penalties for those who decide to walk away.

"Everything is done on a handshake. We have no package deals. We build a customized approach for each client," Andrew Lamping shares. This way of conducting business directly relates to the core values that Cyclone Social operates under: compassion, competency and consistency – above self-interest.

The company's first-ever client, Deer Park Irish Pub, is still working with Cyclone Social five and a half years later. "The clients really put their trust in us," says Anna Rudicel, one of Cyclone's community managers. "We're able to really run with a lot of our ideas and do a lot of great things."

George Guido, practicing manager of Graly and Guido Law Office, was another of Lamping's initial clients. The two met through a mutual friend at a networking event and have worked closely to create and implement social media strategies that appeal to Guido's target audience. Their similar approaches to business and entrepreneurial mindsets have also led them to become close friends.

"I trust Andrew implicitly, and I feel like he trusts me and the direction that I want to take my business," Guido explains when asked about the handshake policy.

All about relationships

Whether a client has worked with Cyclone for years or just a few months, an amicable relationship is the foundation. Lindsay Schlau, office manager at Women's Health Advantage, has been impressed with Cyclone's team since becoming a client in December 2017.

"Right away they wanted to get to know us more," Schlau details. "They're all so friendly, laid-back and yet so good at what they do. ... They have flooded the impressions, views, likes that we get on our Facebook page."

The company slogan, "Be remarkable or be ignored," does not just refer to the way Cyclone Social conducts business. Lamping and his team have cultivated a company culture reflective of that ideology as

well. Though the entrepreneur admits that Cyclone’s headquarters can be “a little old school,” it’s never stopped the agency from being innovative. “In everything we do, we push the boundaries,” he affirms.

Take, for example, the company’s recent anniversary party, celebrating a year at its downtown office location. Instead of a typical networking event, Cyclone Social hosted a world-class disc jockey complete with a dynamic light show. Staff and the ever-expanding network of clients spent the evening talking, laughing and dancing. Lamping says several attendees noted that you don’t often see events like this in the corporate world.

A week prior, the Cyclone team and family members gathered for an employee appreciation outing at Parkview Field, taking in a TinCaps game from box seats. Christopher Lamping, who officially joined Cyclone Social as director of operations last fall, stresses the importance of these types of events.

“People sometimes throw company culture around as an ambiguous phrase,” he acknowledges. “But we actually carve out time and say this is ‘no-work’ time, this is time for building relationships and getting to know your co-workers and their families.”

Employees also are encouraged to spend time outside of the office. The company offers unlimited paid time off and flexibility to work remotely. While everyone is held accountable for getting their work done and meeting clients’ needs, the agency’s founder doesn’t mind whether that is accomplished in a coffee shop up the street or from a beach in Florida.

Rudicel typically works from home three days a week, allowing her to spend more time with her infant daughter. Having just joined the team in March, Rudicel was certain this flexibility would come with a catch.

“There really isn’t one,” she asserts. “Andrew doesn’t care how many days in a row you take off, if you make sure that your clients are taken care of, that you’re getting your work done and you’re not letting your teammates down.”

As Cyclone Social continues to grow, it is seeking new markets. Lamping and the team do not take on competing clients, so he’s looking to add businesses that are outside of Fort Wayne. He believes that the goal of opening an Indianapolis location will be accomplished within the next six months.

Though Cyclone Social has worked with clients in 10 states, Lamping prefers meeting with companies face-to-face. “It’s not about finding a pretty picture and posting it on Facebook. It’s about creating content that’s unique and creating narratives for brands,” he contends. “You have to be present.”

Present and accounted for applies to the efforts of Lamping and Cyclone Social as they strive to make an impact in northeast Indiana and beyond.



CEO Andrew Lamping founded the company with funds from his time as a roofing salesman.



Staff members celebrate alongside corporate leaders and business owners.



Employees typically work collaboratively in “pods” to develop relationships with clients.

RESOURCE: Cyclone Social at www.cyclonesocial.com

A LITERARY LIFT

Writers Educate, Motivate Peers

By Symone C. Skrzycki

Grace W. Wroldson wanted to tell her story – a harrowing one she hoped could protect children growing up in alcoholic homes. That’s how she found Indianapolis-based Author Learning Center (ALC), an online, educational community of writers.

Shortly thereafter, Wroldson published *So You Love an ... Alcoholic?*

“It’s dedicated for the children, but it’s a book for women who want to courageously place themselves at the center of their own life,” she remarks.

Partnering with ALC, “I was able to understand what the publishing world was about because I didn’t have any experience!”

ALC President Keith Ogorek passionately asserts, “Having an idea for writing a book is very, very easy. Starting to write a book is easy. But writing a good book

to the finish and marketing it is one of the more challenging things that any person will take on.”

He characterizes ALC as “the GPS for your publishing journey.”

“We help you start from where you’re at, and we help you create a plan and a path to get you to your end goal of becoming a published author and marketing your book.”

‘Netflix meets LinkedIn meets Fitbit’

Relaunched in 2017 (a beta site was introduced in 2011), ALC has seven employees.

Educational video interviews, podcasts, webinars and articles revolving around writing, editing, publishing and marketing are a click away.

A Book Launch Tool helps authors set deadlines and track progress.

“You set those tasks and start those tasks (e.g., outlining), and we send you content that will help you in that particular phase,” Ogorek shares.

Another resource is the Author Circle, a private collaboration space that “you control. It’s made up of people you think can help you along your journey to provide advice, critique and encouragement.”

Individuals build their circle by inviting fellow members, non-members (who receive full access to the Author Circle) and ALC recommendations.

“If you’re writing a children’s book (for instance), we’d do a search for people who’ve written children’s books and published children’s books and we’d suggest that you might want to invite this person to join the Author Circle,” Ogorek remarks.

“The best way I’ve had someone describe it after looking at it is, ‘This is like Netflix meets LinkedIn meets Fitbit.’ ”

‘Partner in believing’

When do you want to hold a copy of your book? That’s the first question ALC poses to writers. It gives them a clear path and makes them more likely to attain their goal.

“There’s been research that says if you write down your goal, you’re 42% more likely to accomplish your goal. That’s one of the reasons why we have them write down the date they want to hold their book in their hand,” Ogorek offers.



“What the Author Learning Center does is help people do something they’ve dreamed about or had as a goal or aspired to for years and years and years, and never have known how to get it done.”

– Keith Ogorek

“The second thing that’s interesting in that same body of research is (the idea that) if you share that written goal with someone, your chances of accomplishing it increase dramatically because – this is a term in the study – now you have a partner in believing, which is what the Author Learning Center gives you.”

Motivation takes many forms along the way. One example is public kudos. When writers complete their tasks, for example, they’re recognized on ALC’s home page.

“Not only that, but we send you an email on behalf of the Author Learning Center congratulating you,” according to Ogorek. “If you’re involved in an Author Circle, we will send a notification to your Author Circle.”

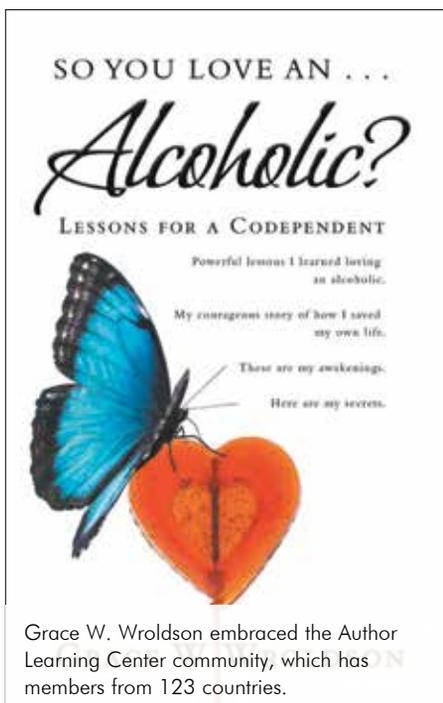
‘Helping authors all over the world’

ALC has members in 123 countries.

“What I think is interesting is, we’re based in Indiana, in Indianapolis,” Ogorek says, “and we’re affecting and helping authors literally all over the world – writers – to get their books done. That’s pretty exciting!”

Genres encompass children’s books, fiction, nonfiction and poetry.

ALC emphasizes that although writing is a solitary exercise, the journey to publication



doesn't have to be. Wroldson attests to that, recalling, "One of the messages I posted – you can talk to other authors – said, 'I'm done writing the book! I finally finished.' It generated a lot of interest (among members)."

Chuckling, she reflects on the camaraderie and commitment of ALC members. "Someone said it's like a gym membership. That's your club and that's where you work out!"

ALC recently announced its Book in a Year initiative, which takes members through a structured program guaranteed to generate a

published book within one year.

Ogorek imparts a closing thought.

"There is a joy and a sense of accomplishment that comes with being an author that is unlike anything else you can do. What the Author Learning Center does is help people do something they've dreamed about or had as a goal or aspired to for years and years and years, and never have known how to get it done. And that's a pretty good reason to have a business."

RESOURCES: Keith Ogorek, Author Learning Center, at www.authorlearningcenter.com

Guest Column: Managing Workplace Pain

Continued from page 10

important feature of a digital pain management program is a trained human coach. Coaches monitor the digital tools as well as message centers to ensure that the right information is sent to meet the needs of each participant. If red flags or alerts are triggered, the coach will enhance information from the digital platform, such as a need for referral to a physician.

Pain management coaches who support the digital experience provide personalized recommendations and protocols, along with extra encouragement, to help individuals stay motivated, learn about evidence-based treatment options and understand exercise-based choices.

5. Digitally Delivered CBT. For individuals who have been living with chronic pain for a while and may be stuck in old habits or fears, employers should consider programs that offer pain management based in cognitive behavioral training. This process for pain management uses digital messaging and feedback to deliver simple CBT-based action steps that can help address fear of movement and stressors that are preventing productive pain management actions.

CBT-based content can help employees reframe and relearn how they think about pain, overcome fear of movement, try new behaviors and celebrate small victories. The advantage of having such messages and action steps delivered digitally is that employees are able to effectively respond to pain any time, from any place.

6. Wearable Devices. Wearable fitness devices can help employees monitor their increasing levels of activity in real time or log into a program to see their growth. Such devices also serve as personal cheerleaders, engaging wearers with ongoing motivational and reward-focused messages that can stimulate new goal setting to increase movement and exercise.

Depending on the impact of pain in your workforce, one of these six strategies – or a turnkey program that includes a comprehensive ecosystem of resources to support individuals suffering from pain – can have positive health consequences for your employees and significant financial benefits for your company.

Dynamic and Creative Culture

Continued from page 22

DYNAMIC & CREATIVE CULTURE	
GOAL	SIGNIFICANT PROGRESS
Drive strategic entrepreneurship and innovation formation for new and existing firms.	2018 legislation exempts software as a service transactions from sales tax; Chamber tech policy committee partners on policy/program advancements
Increase intellectual property commercialization from higher education and business and attain "Top 5" ranking per capita among all states.	
Achieve "Top 12" ranking among all states in number of patents per worker.	
Achieve "Top 12" ranking among all states in venture capital invested per capita.	2017 legislation establishes Next Level Fund for state investments in high-growth companies; 2020 expiration date on VC tax credit removed
Strategically recruit foreign direct investment (FDI) and achieve "Top 5" ranking among all states in FDI as a percent of gross state product.	
Increase Indiana exports to achieve "Top 5" ranking per capita among all states.	State consistent in achieving top 10 rankings throughout Report Cards
Promote a diverse and civil culture that attracts and retains talented individuals.	Continued expansion of regional economic development cooperation with an emphasis on quality of place initiatives

ENTREPRENEURIAL APPROACHES

An Alternative Way to Pay for Tech Education

Look ahead – not back. That’s the philosophy at new tech apprenticeship school Kenzie Academy, where income share agreements (ISAs) enable students to graduate without a traditional form of debt.

The alternative model, one that Purdue University helped pioneer, requires students to pay a percentage of their future income for a set timeframe.

“With the ISA, it’s forward looking,” asserts Kenzie co-founder and CEO Chok Ooi. “It doesn’t matter what your past (credit history) is like. It’s whether you have the right attitude and you have the right aptitude for the program.”

In 2017, Ooi relocated from San Francisco, where Kenzie is headquartered, to open a campus in downtown Indianapolis that launched earlier this year.

“Marion County alone currently has about 4,000 unfilled tech jobs,” he points out. “Our (the state’s) problem is we cannot train people fast enough to fill the jobs.”

Kenzie has 50-plus students across three cohorts. All are part of the software engineer program, which is comprised of three elements: six-month front-end web development; six-month full stack web development; and year two, which is the software engineering component.

In July, the inaugural class graduated from the first six months of the program.

“We were initially expecting some of them to go out and get jobs, but they liked it so much that actually everybody decided to expand and continue to the second six

months of the program,” Ooi recounts.

“Students that eventually pass all of the competency requirements of year one, we’d hire them as an apprentice into Kenzie Studio, which is our consulting arm.” The paid apprenticeship program will expose students to consulting projects with companies in Indiana, Silicon Valley, New York and around the world.

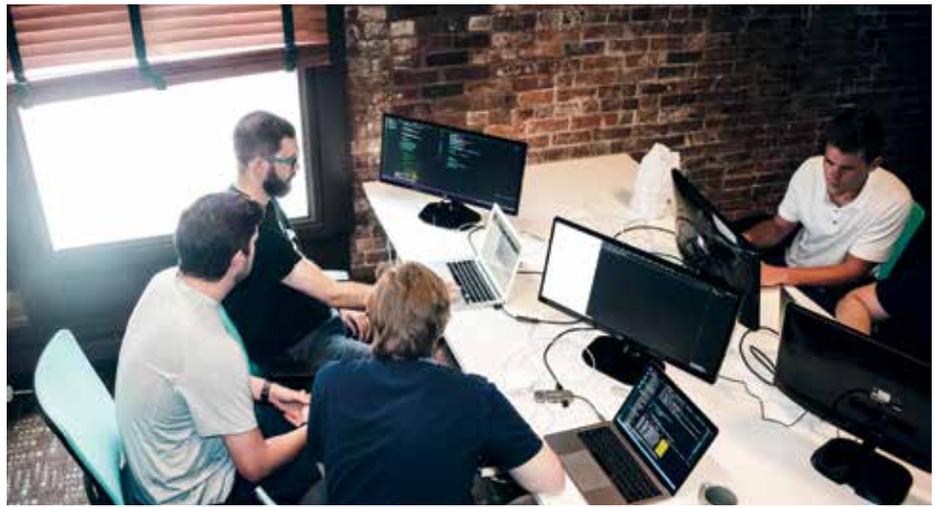
Graduates will receive a joint Kenzie Academy and Butler Executive Education certificate upon completion.

Kenzie is fully devoted to student outcomes. “We don’t get paid if our students don’t

have a good, successful outcome out of the program,” Ooi remarks. “Within a period of time after they complete the program, if they never make more than \$40,000 a year, they can walk away and we have failed in delivering an outcome. We absorb the loss.

“On the flip side, if our students do very well and get a good job, they pay it forward. They contribute a percentage of their income for a certain amount of time and those funds will allow us to continue supporting future students after that.”

This fall, Kenzie will launch user experience, designer and digital marketer programs.



Kenzie Academy co-founder and CEO Chok Ooi (not pictured) anticipates enrollment to grow to 100 by the end of this year and reach 400 to 500 students in 2019.

RESOURCE: Chok Ooi, Kenzie Academy, at www.kenzie.academy

Crafting Critical Connections

Dr. Paul Szotek knows firsthand the frustrations of a failed business venture.

“We were there at the cusp of what’s going to probably be the future, but we weren’t able to convert that (innovative technology idea) into a business. We didn’t have the tools to understand what team to put together, what kind of legal advice to get and how do we hire software developers and not get hosed,” he recalls.

Today, Szotek is CEO of Indiana Hernia Center (a web-based multidisciplinary practice model) and co-founder of the Society of Physician Entrepreneurs Indiana Chapter (SoPE INDIANA). Membership is open to medical professionals and other stakeholders in health care.

“Our goal is to provide a platform where actual physicians who are in the trenches, who are working on the ground and who have



SoPE INDIANA members mingle at a group event. An upcoming gathering will revolve around the investor perspective of life sciences funding.

ideas can bring those successfully to market,” he comments.

Todd Saxton, associate professor of strategy and entrepreneurship at the IU Kelley School of Business, is SoPE INDIANA’s other co-founder.

“One of the challenges in this space are the disconnects between people who understand technology, people who understand venturing or entrepreneurship, and people who understand life sciences – and particularly the clinical application of innovation, if you will, because they tend to operate in fairly different spheres. . . . When you have these three different groups, it kind of comes down to individuals who are able to bridge between them and make connections. And that can

be a very long and hard process.”

Founded earlier this year, SoPE INDIANA is helping to bridge the gap. Its inaugural educational/networking event in June drew more than 100 attendees and featured entrepreneurial panelists (clinicians and non-clinicians) at different stages of launch and growth.

“There’s a lot of entrepreneurial energy around life sciences – whether that’s device, health IT or molecules and new drugs,” Saxton contends. “We’ve got a lot of thought leadership in those areas and a lot of really good people, so it’s just fun to get them together and sit back and watch what happens, honestly. It’s really cool!”

RESOURCES: SoPE INDIANA at www.sopein.com | Paul Szotek, Indiana Hernia Center, at www.indianahernia.com | Todd Saxton, IU Kelly School of Business, at www.kelley.iu.edu

An Early Entry Into Entrepreneurism

Ethan White exudes energy.

The 20-year-old finance major is slated to graduate from Indiana University in December (earning his degree in two years). He’s also planning to serve up a new way to dine in Bloomington with a popular restaurant franchise.

Founded in 2004, Colorado-based Rush Bowls serves meals in bowls full of fruits and vegetables, granola and honey, and blended with protein, vitamins and other nutritious ingredients. Among options are a beach bowl, yoga bowl, berry fresh bowl, apple pie (à la mode) bowl, chocolate-covered strawberry bowl and Chai’s mystique.

“Food represents – it gives you a chance to have a team and have energy in the workplace. That’s definitely something I was looking for,” White reflects.

One unique characteristic of Rush Bowls is that “it’s healthy and it’s on the go. If you have 15 minutes for your lunch rush, you have time to get something that’s not a cheeseburger. That’s really something that’s not available in a lot of markets and that has an impact on people’s lives.”

During the past year alone, White completed 87 college credit hours to allow him to be able to graduate sooner and dedicate himself to launching and growing Rush Bowls Bloomington (ideally opening in November) as well as two additional locations (potentially near Purdue University in West Lafayette and Indianapolis).



Indiana diners will soon have a chance to scoop up one (or more) of Rush Bowl’s 40-plus signature meals-in-a-bowl. Twenty-year-old Ethan White is bringing the franchise to Indiana.

“I think that shows how excited I am about Rush Bowls, to try to set aside my full focus for them,” he emphasizes.

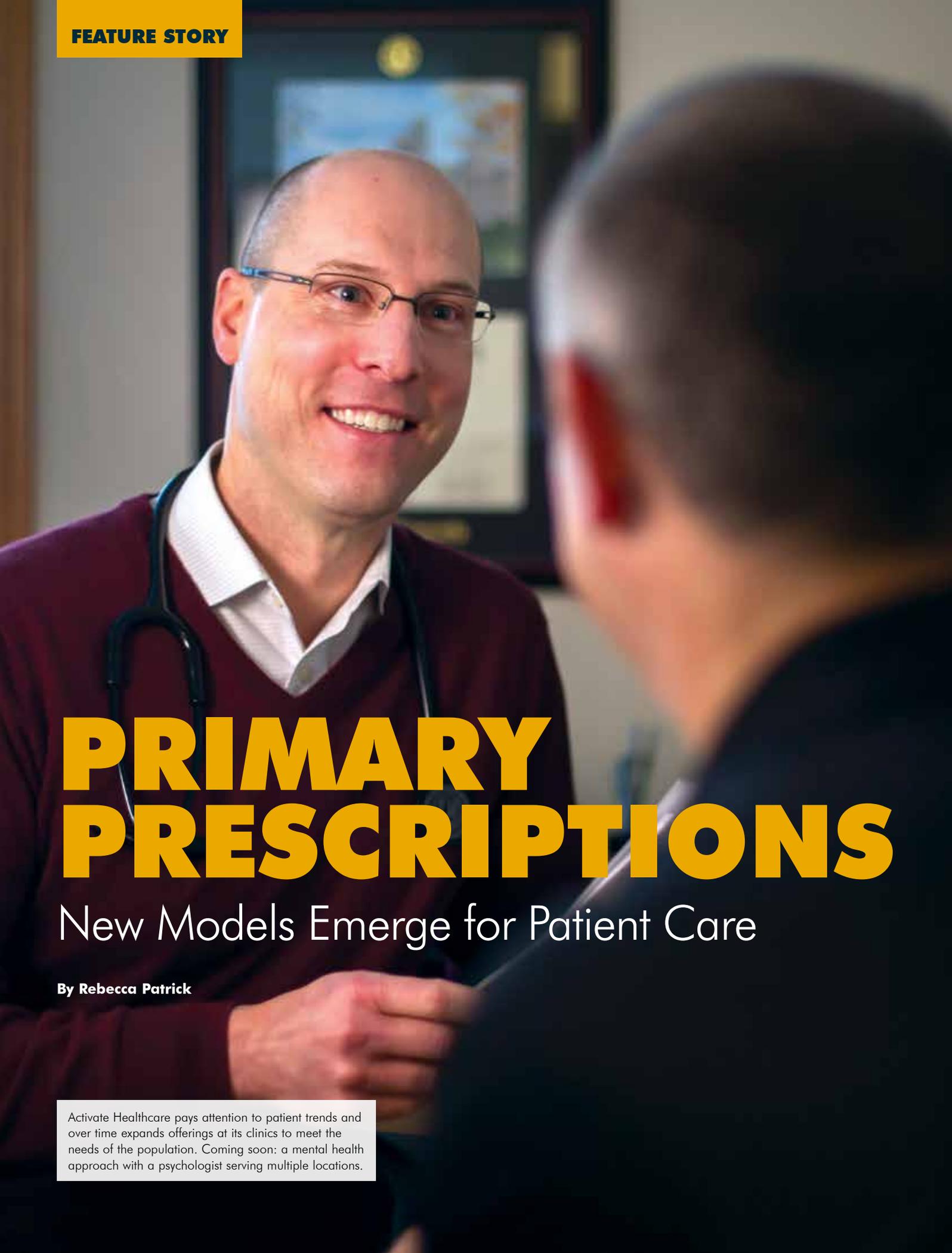
Meals are fully customizable, something White – who has a variety of food allergies – appreciates.

“When you come in and ask for anything, we’ll take care of it for you. That’s something I really look forward to: the ability to give people with allergies or restrictions by choice the ability to go somewhere and know they can walk out and feel good about what they had.”

He’s been interested in entrepreneurship since age 16.

“That was about the time I started to notice that people were really dissatisfied with their jobs. And I had this idea of, ‘How many people could you take and have them work in an organization with you or for you where they didn’t dread coming to work every day?’ They could either look forward to their day or at least come home and still have some energy to spend with their family.”

RESOURCE: Ethan White, Rush Bowls, at www.rushbowls.com



PRIMARY PRESCRIPTIONS

New Models Emerge for Patient Care

By Rebecca Patrick

Activate Healthcare pays attention to patient trends and over time expands offerings at its clinics to meet the needs of the population. Coming soon: a mental health approach with a psychologist serving multiple locations.



“Calling, Dr. Bombay! Calling, Dr. Bombay! Emergency, come right away!”

On the classic TV sitcom *Bewitched*, that chant from Samantha Stephens always elicited her doctor’s appearance out of thin air to treat whatever supernatural malady was at hand.

While that magically instantaneous response is not possible, the immediacy aspect is actually not too far off from the primary care desired in 2018.

Modern lifestyles have pushed convenience to the forefront. People want to be seen the same day as the need arises and at a time that works for their schedule.

In response: a surge in urgent care centers and retail and employer-sponsored clinics across the country – staffed by physicians and more likely, nurse practitioners and physician assistants.

Your odds are actually greater to find one (or more) of those facilities nearby than an independent primary care practice. Reimbursements, both from insurers and the federal government, began declining more than a decade ago, putting the squeeze on this once mainstay in local communities.

They are not alone. All primary care practices have felt the financial hit; those part of a larger network at hospitals or a group of providers have typically been better able to absorb it. But they too have had to examine and fine-tune their models to remain profitable and appealing to patients.

All the while, family doctors are in hot demand – the population is living longer – yet in too short supply.

It’s certainly a complicated and evolving landscape, and one that Indiana continues to adapt to.

Direct care emergence

“Over the last five to six years in particular, it became more apparent that we were running into a crisis,” declares Dr. Blair Brengle, an Indianapolis primary care physician for over 25 years who previously enjoyed a small private practice with several other doctors.

“We would see the income decline each year; we would combat that by extending our hours – yet the following year, it would drop a little more. You get to the point where you can’t work any more than you are working. ... If we kept going, we would be running into the red sometime later this year or early 2019.”

They didn’t wait around for the inevitable. Two partners migrated to hospital-owned practices, but Brengle decided that option wasn’t for him.

“The hospital-owned model is attractive because of the paycheck and good benefits. But I would have a hard time putting up with the demand in the high-paced environment and spending little time with patients,” he determined.

Last November, Brengle joined the world of direct primary care – which is both innovative and a throwback; the latter in terms of the concerted focus on cultivating a doctor-patient relationship.

He no longer takes insurance or Medicare; instead, patients pay a monthly membership fee which guarantees them all of the services you would expect from a family doctor.

“No additional co-pays; no additional fees. They still need their health insurance for blood labs, X-rays, immediate care visits, emergency room visits, specialty referrals. We are very quick to reinforce with patients that this is not in place of their health insurance; they just don’t use their insurance to pay me,” Brengle explains.

The monthly fee is based on age: up to age 18 is \$50; young adults (19-26) is \$75, average adult is \$135 and a family rate, which covers two adults and up to four children, is \$370. Health savings accounts can be used to make payment.

Patients sign a one-year (repeating) contract with a 30-day out. This commitment allows Brengle, who is the only caregiver at the practice, to oversee the select group of patients.

“The advantage for the patients and me is it offers immediate access. If you are sick today, you call in and you get seen today. You are going to spend 30 to 60 minutes with me in the exam room, depending on the complexity of your visit,” Brengle offers.

“You can see me as many times in a given month as need be. That could be once a month, four times a month; it could even be every day for a while.

“Whatever the patient’s need is at that time, we are going to cater to that. We also have the ability to spend more time on preventative medicine and look to take care of things before they happen if you will and, in general, keep patients healthier,” he continues.

Brengle is approaching 200 patients – some of whom followed him from his old practice. He will stop accepting more patients when the total reaches 550 or 600, which he anticipates occurring as soon as next year.

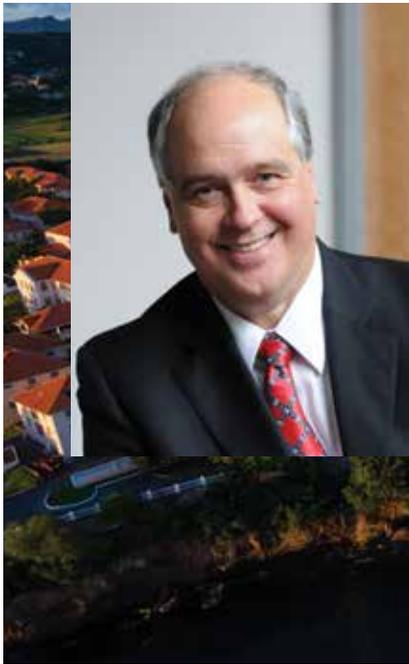
Also on the horizon, Brengle predicts, are insurance companies and Medicare developing plans that will allow patients to participate in practices like his.

“The reason it makes sense is because they are motivated by money and saving money,” he asserts.

“Study after study shows that patients involved in a direct primary care practice have lower costs per year compared to patients involved in a classic model medical practice.”

Practices reinvented

Carmel-based American Health Network (AHN) is a large independent physician group with approximately 300 doctors and over 30 locations throughout the state. Predominantly primary care



G. Richard Olds (inset), president of picturesque St. George's University in Grenada, notes that students only pay for a standard four years of tuition – “even if it takes them five years to become an M.D. So we're motivated to get everyone through.”



focused, AHN was created by Anthem in 1994 and sold to the network's doctors four years later.

Longtime CEO Dr. Ben Park admits “it's been a struggle the last five years.” But wise decisions have invigorated the group, both financially and in its service model.

Part of the boost came in late 2017 when AHN was acquired by the nation's largest insurer, UnitedHealth Group, and joined similar medical organizations from all across the United States under the OptumCare umbrella.

“We are all partners and have pooled our resources. We have a lot more expertise and a lot better financial resources to move this value-based model forward,” Park notes. “It's quality first, cost of care second.”

He stresses that “hitting our quality metrics and reducing costs really go hand in hand.”

To help achieve those goals, several years ago AHN began deploying a team approach to care that also includes nurse practitioners and physician assistants who are assigned to each doctor. It's both cost effective, as these caregivers don't command the salary of physicians, and enables patients to receive more immediate (generally the same day) and comprehensive care.

Park acknowledges the switch initially wasn't easy for either physicians or patients.

“It was hard for our physicians to not do everything for a patient. But with the increasing demands and the cost and quality pressures, they just couldn't keep up with doing everything that needed doing.

“And patients weren't really clear what this was all about. But as we put it in place and they understood that the whole team was there to work for them, I think it's been

better accepted. Both have found out how much better this works,” he concludes.

Methods are also evolving at IU Health Physicians, which offers Hoosiers 47 primary care offices at or linked to Indiana University-run hospitals.

Beyond wanting to increase standardization across all its practices, IU Health's goal is to become more efficient and more inclusive of the entire team. The first step will include re-evaluating who needs to be on the team, reveals Dr. Kevin Gebke, who oversees the network's primary care service line in addition to being chair of the Indiana University School of Medicine's Department of Family Medicine.

“We recognize that all of it doesn't need to be done in a room with one doctor and

one patient. A lot of it can be done as outreach. We can start using technology to do video and phone visits. We can engage our pharm Ds (those with a doctor of pharmacy) to help with some of the chronic disease management, especially around diabetes, for example. We haven't done that in the past.”

More employers getting involved

Bending the cost curve for companies and conveniently satisfying employee health care needs are the calling cards of employer-sponsored on-site or near-site clinics.

Activate Healthcare Indiana and OurHealth are two operators in this space.

The former boasts 31 clinics in the state, stretching from South Bend to Evansville,



According to Dr. Kevin Gebke of IU Health Physicians, most medical students leave their training programs \$150,000 to \$250,000 in debt, which can factor into choosing a higher-paying specialty area of medicine instead of primary care.

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Dr. Blair Brengle feels the level of service he offers now under the direct care model is similar to the old-school practice he had before “where we could call the shots and did take the (proper) time to spend with patients.”

with a client base rich in schools and other government entities, in addition to labor unions. OurHealth has seven MyClinic locations in Indianapolis that serve a diverse clientele, as well as operations in five other states. Each collects a customized per-month fee from each employer.

Part of their business that’s especially booming is the shared clinic model.

“In a community, there is usually one employer that’s functioning as the primary sponsor of the clinic, but then the others can buy into that clinic and provide primary care services to their employers and family members that they would otherwise never be able to do on their own,” shares Nathan Mowery, president of Activate Healthcare Indiana.

“It’s the power of the community coming together to provide great primary care services. At last count, we have around 80 employer groups who are using those clinics.”

OurHealth president and co-founder Dr. Jeff Wells touts: “We were the first company in the country to open this MyClinic approach with a network of locations.” Today, dozens of employers access it.

Member employees and their families can go to any of the OurHealth or Activate Healthcare facilities, making it convenient from both work and on the way home.

Mowery and Wells emphasize a strong wellness component and look at an employee’s overall health and what makes sense for the individual.

“Our focus really is on getting the patient in for an annual health assessment, which would include biometric screenings

and lab work, and go from there,” Mowery begins.

“We really encourage providers to take the time necessary to listen to their patients, to understand the big picture of what’s going on. That’s not always what we see in health care; it can be choppy and there’s no one paying attention to the total health of the individual,” he insists.

“We want providers to understand what’s going on with that patient’s health in the clinic and then outside of the clinic as well – what specialists are they seeing, is this necessary care, the most effective care?”

Wells points out another differentiator to many primary care counterparts.

“We don’t have a direct relationship with (hospitals) in this market ... so when a person needs specialty care or a referral, we are able to partner with the patient to find out where is the best place to go based on your individual need in terms of convenience, quality and cost.”

High levels of customer satisfaction – above the industry average – are consistent, he notes.

“Some of our customers have rock climbing walls, gyms, cafeterias – all kinds of on-site benefits, but the clinic almost without fail – if it’s not number one, it’s the second or third most desired benefit by those employees,” Wells proclaims.

Adds Mowery: “It’s a maximum impact and minimally invasive on personal schedules. They can get in and either be seen for their acute care needs or for their annual health assessment and get back to the line, back to

the classroom or back to the office quickly.

“It really minimizes the disruption to the employers’ work environment.”

Paging doctor, doctor

The family physician pipeline has dwindled due to specialty areas of medicine being more attractive in both pay and workload.

“For our health system to work efficiently, over half have to be primary care doctors. Right now, and for the last two decades, only about 30% of U.S. medical school graduates are going into primary care; the rest are specializing,” explains Dr. G. Richard Olds, president of St. George’s University in Grenada.

“When you overlap that with the geographic shortage, you can see finding a primary care doctor in rural America or an under-served urban America is at a critical level. That basic formula is equally true in most developed countries.”

According to the Bowen Center for Health Workforce Research and Policy at the IU School of Medicine, by 2020 Indiana is going to be approximately 2,000 primary care providers short of the actual need.

If there is good news on this front, it’s that entities near and far are working to make the situation better.

Both at St. George’s and in his prior position as founding dean of a new medical school at the University of California, Riverside, Olds prioritized focusing on getting the “right” candidates.

That translated to accepting qualified students from communities needing primary care physicians, as research shows those individuals are the ones with the greatest likelihood of staying in those areas and being satisfied.

While at UC Riverside, no out-of-state students were even considered for the program.

His current Caribbean location recruits from all 50 states – with U.S. residents accounting for 70% of students.

“Maybe (hospitals) will still take the bottom Harvard student in the middle of nowhere Nevada, but if they get the chance to have a kid that’s coming back and fully trained, they’re likely to take that student because they’re local. That’s what makes our students desirable,” Olds contends.

This year, St. George’s placed 946 doctors into residencies in the United States, with Indiana among the welcome recipients. According to Olds, that’s three times higher than its U.S. counterparts.

Homegrown efforts are also – slowly but surely – moving in the right direction.

“We’ve been very successful in recruiting and keeping the vast majority of residents in the state. There have been years

where 100% of our graduating residents stayed,” notes IU’s Gebke.

“We do make sure we have representation from throughout the state ... so everybody’s not from the same ZIP code. You are going to have a difficult time recruiting someone to a small rural part of Indiana if they grew up in suburban Indianapolis.”

Gebke, who has even proposed starting doctor recruitment in high school, is particularly excited about two recent developments.

A partnership between the IU School of Medicine and a consortium of southwestern Indiana hospitals will expand graduate medical education in the Evansville region, including a residency program based at Jasper Memorial Hospital.

In Lafayette, a new family medicine residency offering at (IU Health) Arnett Hospital accepted its first set of residents this summer; in two years, it will be at the full complement of 15.

It marks the first time either city has had such programs.

Another positive, Gebke relays, is that the compensation level has improved the last five years.

“The specialty salaries certainly haven’t come down, but the primary care compensation has come up some to close that gap.”

Next wave

Gebke also expects IU to step up its endeavors.

“Ideally, we will have residency training programs around the state within the next 10 years so people can stay in those areas they are committed to and are familiar with.”

Olds continues to beat the drum about the importance of changing the long-standing admissions process at most medical schools to look for those “geographic matches” he detailed and prioritize qualified blue-collar students over those from privileged backgrounds.

Yet he concedes the “significant challenge” in making that occur.

“If you talk to most medical schools – and I’ve been a faculty member at five of them – they’ll say, ‘That’s what those lesser schools should be doing. We’re training the best and the brightest to be specialists and academic physicians.’”

Olds concludes, “But at some point as a society, especially for public medical schools, we’ve got to take a better look at how doctor training is solving our social needs.”

Wells sees a wellness foundation as a necessity.

“I think that’s absolutely going to be part of the future solution to improve health and lower the cost of health care for communities and, in our case, for businesses that we work with that are really competing globally.”

Brengle believes direct primary care (and/or concierge medicine, which is quite similar) will lead a revival of primary care in the United States. It’s already more prevalent on the east and west coasts.

“I think that as patients realize the value, we may move forward in this direction. And if so, you will see more young doctors want to enter into primary care. I think we will see this model sweep the nation; that’s my hope.”

RESOURCES: Dr. Blair Brengle, Brengle Family Medicine, at www.brenglefamilymedicine.com | Dr. Kevin Gebke, Indiana University School of Medicine, at www.medicine.iu.edu | Nathan Mowery, Activate Healthcare Indiana, at www.activatehealthcare.com | Dr. G. Richard Olds, St. George’s University, at www.sgu.edu | Dr. Ben Park, American Health Network, at www.ahni.com | Dr. Jeff Wells, OurHealth, at www.ourhealth.org

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OPIOID EPIDEMIC

Indiana Workforce Recovery Assists Employers

By Charlee Beasor

Julia walks into the office of her company's human resources manager and says, "I have a problem with prescription painkillers. I need help and I don't know where to go. I don't want to lose my job."

Julia has been an excellent long-term employee. But her direct supervisor has noticed that Julia has been taking an increasing number of sick days. Her production has been lagging.

The HR manager directs Julia to the right resources. With the full support of her employer, she takes a leave and enters a treatment

program that is partially covered through the company's Employee Assistance Program (EAP).

Julia goes from treatment to recovery and is able to come back to work.

But in far too many cases, the story turns out differently. The Julias of the world don't tell anyone they are struggling, come to work impaired and cause an accident. Or employers don't have the direct knowledge or resources to help.

This particular scenario is not real. But with Indiana and the nation in the throes of an opioid crisis, employers are often on the front lines of dealing with situations just like Julia's.

"When employers have that vested interest in the health and well-being of their employees, it's important for them to ensure employees that if they do need treatment, that their jobs will be there," states Jennifer

Pferrer, executive director of the Wellness Council of Indiana and manager of the Indiana Workforce Recovery initiative.

Think your industry is immune? Think again. Pferrer reiterates the statistic that 58% of individuals with opioid addictions are in the workplace.

"We need employers to understand that even if they don't think it's within their workforce, it is," she asserts.

Consider these recent outreaches to the Indiana Chamber's HR Helpline.

"One phone call was, 'I sent home an employee because she's on prescriptions, but had to have another employee drive her and now I'm out two employees for the day. What's my next step?' Another was, 'We found a new employee in a parking lot with a needle in her arm, overdosed. What do we do?' A third: 'We had somebody overdose in our bathroom.'"

Pferrer continues, "It is real, and we hope the impact of Indiana Workforce Recovery is that we can position employers to be in a proactive position, as opposed to reacting to a crisis in the workplace."

Initiative brings forces together

Indiana Workforce Recovery is a joint effort between the Indiana Chamber of Commerce, the Wellness Council of Indiana, the Indiana Chamber Foundation and Gov. Eric Holcomb's administration. The initiative launched in February 2018.

"The Governor got involved (from day one in office) to truly declare a crisis in the state of Indiana, and he looked to the Indiana Chamber to take a statewide business perspective on what the opioid crisis really meant and how we could be part of the solution," Pferrer notes.

Early efforts have resulted in forming a peer review panel that meets monthly to discuss the issues, examine potential solutions and pose questions.

The Wellness Council, in conjunction with the Family and Social Services Administration (FSSA), will host employer-focused events in six areas of the state where FSSA has opened expanded Medication-Assisted Treatment (MAT) facilities. A meeting in Fort Wayne will occur on October 3; Terre



Indiana Workforce Recovery is the recipient of a \$25,000 grant from Rx Abuse Leadership Initiative (RALI) Indiana to assist with the mission of helping Indiana employers deal with the opioid epidemic, including safe disposal of prescription drugs.

Haute is confirmed for October 16. Other dates are to be determined.

Additionally, a Mental Health First Aid Training component was added as a pre-conference workshop before the 2018 Indiana Health and Wellness Summit.

“We hope that as we convene employers we can offer them best practices and benchmarks that they can update and improve as they develop policies and internal processes to support people in recovery,” Pferrer maintains. “(These issues) are everywhere. And it’s going to take partnerships across all sectors, across all industries, to make a difference. The Chamber is bridging the gap for employers.”

Stay out of crisis mode

Susan Rider and Karl Ahlrichs of Gregory & Appel, an Indianapolis-based insurance company, offer some solutions for employers today, with policies that can be put in place before a crisis occurs.

“Unfortunately, we have gotten calls when they’re in the midst of chaos and many times that leads to a three-way call with us and their legal counsel,” explains Rider, benefits and human capital consultant.

Investing in an enhanced EAP can provide more mental health and substance use disorder coverage.

But the most impactful pieces are cultural. Company leaders are advised to embrace a culture of communication and acceptance.

“Employers can train their managers to have the constant check-in with all employees,” asserts Ahlrichs, senior consultant of employee benefits. “Having a regular communication pattern means each employee has a moment in private, where they could raise a warning flag.”

That requires managers checking in with team members and not just assuming high-performers don’t need that touch point, he says.

Pferrer shares that each employer has to do what’s best for each workplace.

“There’s definitely not a one-size-fits-all answer and the solutions we’re finding are very tailored and specific to the employer’s needs and that’s what makes it challenging – that everybody is looking at this differently,” she states.

“One of the ultimate goals of the initiative is to destigmatize addiction,” she continues. “It needs to be treated and

Wellness Council of Indiana Executive Director Jennifer Pferrer says one goal of the Indiana Workforce Recovery initiative is to “put employers as part of the solution.”



perceived as a chronic condition.”

What else can employers do today? Take a peek under the hood.

“Let the data tell the story. Look at your data. Look at your health care claims. Look at your medical spend. Look at your pharmacy spend. Look at your recruitment and retention practices. Look at your policies,” Pferrer outlines. “It will tell you a lot. It will tell you if you’re recovery-friendly or not. It will tell you if there are things you can do with your benefit plan design that might improve employee engagement.”

Communities at the forefront

Jennifer Swartz leads the Tippecanoe County Drug-Free Coalition, which is the Local Coordinating Council (LCC) for the county. State law mandates each county have an LCC, though some are more robust than others.

“This opioid crisis has brought (the LCC system) more to light than ever before. And one of the things that’s happened in our community has been primarily what we’re doing through the opioid task force,” she explains.

Swartz and Michael Budd, CEO of the Greater Lafayette United Way, and other community leaders have been coordinating on various efforts and bringing the necessary leaders to the table.

“There are really awesome things that

are happening in our community right now and are happening through the opioid task force,” Swartz maintains. “We have partnerships with the local police departments to help get the drugs off the street. We had purchased lock boxes so people can properly lock up prescriptions.”

Coming together quickly as a community has worked in the favor of Tippecanoe County.

“We’re seeing more and more people try to have a better understanding of addiction,” Swartz says. “It’s a disease. It’s a medical issue. It’s not a moral issue.”

But Swartz is quick to point out that opioids are no longer the most abused types of drugs; methamphetamine has become the biggest problem there. The good news is that the community team is in place.

“We came together to address this crisis on a level we had never seen before. The efforts put into place on substance use disorders, treatment to deal with them, far exceeds just tackling the opioid issue,” she declares.

Adapting to the next crisis is one of the underlying themes of Indiana Workforce Recovery’s efforts.

“The conversation today might be on opioids, but it might be something different in a few years,” Pferrer asserts, “We want to equip employers to respond to public health crises, whatever that public health crisis is.”

RESOURCES: Karl Ahlrichs and Susan Rider, Gregory & Appel, at www.gregoryappel.com | Jennifer Pferrer, Wellness Council of Indiana, at www.wellnessindiana.org | Jennifer Swartz, Drug-Free Coalition of Tippecanoe County, at www.drugfreetippecanoe.org

PATH TO WELL-BEING

Healthy Community Designation Available

By Charlee Beasor

Sometimes a simple inventory is all that's needed to understand the scope of one's efforts.

It sounds easy. But when considering all that a city or county offers its citizens in terms of health, environment, community and economy, that makes the process a little more complex – and a lot more important.

That's where a coalition in one southern Indiana county is currently focusing its energies: analyzing what it offers to citizens, getting the necessary players in place for a full view of strengths and weaknesses, and drilling down to find out what else the community can do to improve the health and well-being of its residents.

Nancy Wilson, who is helping lead the charge for Dubois County to attain the Indiana Healthy Community designation from the Wellness Council of Indiana (WCI), says that first step shows the community how much it already has to offer.

"Until you put all of this down on paper, you don't realize what you're doing as a community. We do it because it's the right thing to do. Now we're putting that pen to paper and writing down the things that we are doing that are good. We're realizing we do a lot of good things!" Wilson exclaims.

The Indiana Healthy Community process is driven by community leaders and supported by the WCI, a program managed by the Indiana Chamber of Commerce.

What does it take for a community to start on the designation process? A phone call to Indiana Healthy Communities Program Coordinator Madie Newman and getting stakeholders together.

Newman came on board in May 2018 as the first Indiana Healthy Communities program coordinator ([see online Q&A for her perspective: www.bizvoicemagazine.com/madienewman](http://www.bizvoicemagazine.com/madienewman)).

Once initial interest is expressed, Newman gives communities preliminary data



A coalition from Muncie-Delaware County is the first to go through the Indiana Healthy Community re-designation process. Attaining the recognition is part of a quality of life goal for the local economic development alliance's long-term plan.

and an information packet outlining a six-step process. The designation procedure includes convening partners, gathering data, submitting assessments and developing an action plan.

Key stakeholders must include local employers. Each designation requires a certain number of employers be AchieveWELL-designated companies. AchieveWELL is a certification of workplace wellness from the WCI and offers three levels of participation: three-star, four-star and five-star rankings.

"Having Madie on board has allowed us to change from being reactive to being more proactive," offers WCI Executive Director Jennifer Pferrer. "We can target communities that are impacted by poor health metrics. We can move to a proactive state to help guide the conversation. We can say, 'Here's the process,' hold people accountable and get the groups convened."

In the pipeline

Ten communities, in various stages, are actively pursuing the Indiana Healthy Community designation. Dubois County is leading the way.

"Who wouldn't want to come work in a healthy community? Who wouldn't want to bring in a new business to a healthy community? It makes so much sense all the

way around," Wilson asserts.

The Muncie-Delaware County coalition, on the other hand, will be the first to go through the re-designation process. It was one of the first communities to attain the designation, in 2016. Communities retain the label for two calendar years.

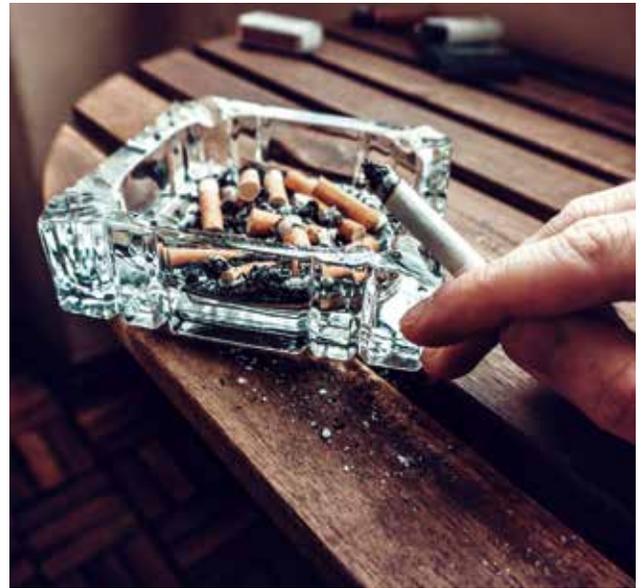
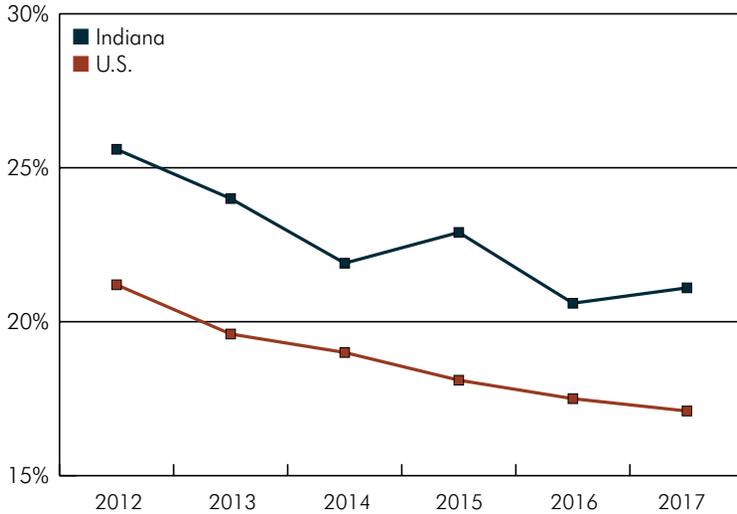
Nathan Taylor, wellness coordinator for the Youth Opportunity Center in Muncie, has been part of the initiative since the beginning. Now, Taylor and others are working to convene more people and employers.

"We started the process from a workplace wellness standpoint and seeing workplaces as a driving point for community health and well-being. We had 15 employers that received the (AchieveWELL) designation and it was really our emphasis and our starting point," Taylor offers.

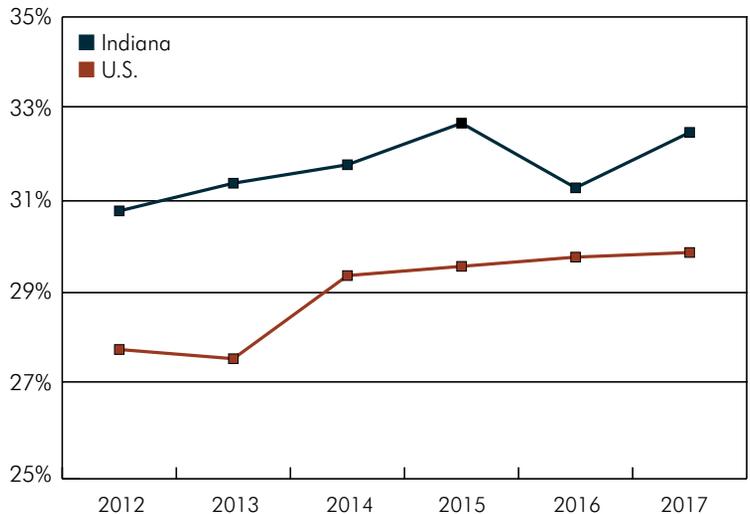
"As far as the broader community, we're bringing more people to the table to make sure that conversation isn't siloed into workplace wellness."

Taylor notes the initial designation has made a tangible impact on economic development planning efforts. Being in an Indiana Healthy Community is one of the objectives within a quality of life goal for the local economic development alliance's Vision 2021 plan.

Smoking (percent of adults who smoke)



Obesity (percent of adults with a body mass index of 30.0 or higher)



Source: United Health Foundation, America's Health Rankings

"We saw the business community and economic development folks see the value of that and buy into that. It's not just the 'It's a nice designation to get;' it's an understanding that it impacts the community in more ways than one," Taylor declares.

Process and progress

Before communities dig into the Indiana Healthy Community designation, there are pre-assessment questions to consider and data to gather.

Wilson acknowledges the first steps were daunting.

"It was overwhelming at first until you just sit down and take it question by question.

We had such a fantastic group that worked on this," she recalls, mentioning an idiom that explains the slow, but steady process. "How do you eat an elephant? A bite at a time."

Now that the county's group has submitted its assessment for analysis, the WCI will review the documentation and release back to the community a summary of findings and a scorecard.

"I am looking forward to getting the analysis back from the Wellness Council," Wilson offers. "There is always room for improvement and these are things we need to put in place. And we can put those in place. We've got something in a document saying this is what we need to do and let's find a

way to do it."

Once the Wellness Council and the community meet and begin a Healthy Community Action Plan, the community group has two months to develop the action plan for final approval. The community then achieves the designation.

"I think it's a no-brainer. It's challenging. It's not easy and if it were easy, everybody would do it. You have to put yourself out there and give yourself that challenge; it's not just your county that can be healthier, but if we all work together Indiana is going to be healthier. Ultimately, that's what we want," Wilson declares.

Joint efforts

Some topics, such as the ongoing opioid crisis, reach beyond one program. The Indiana Healthy Community initiative and Indiana Workforce Recovery – a joint effort by the WCI, the Indiana Chamber, the Indiana Chamber Foundation and Gov. Eric Holcomb’s administration to combat the opioid crisis – are intertwined.

(Read more about Indiana Workforce Recovery on Page 58.)

“I was at the Conference of Mayors and the mayor of Huntingburg spoke about opioids and is interested in the Indiana Healthy Community initiative because of that issue,” Pferrer shares. “They’re beginning to connect the two (substance use disorder and community health and environment).”

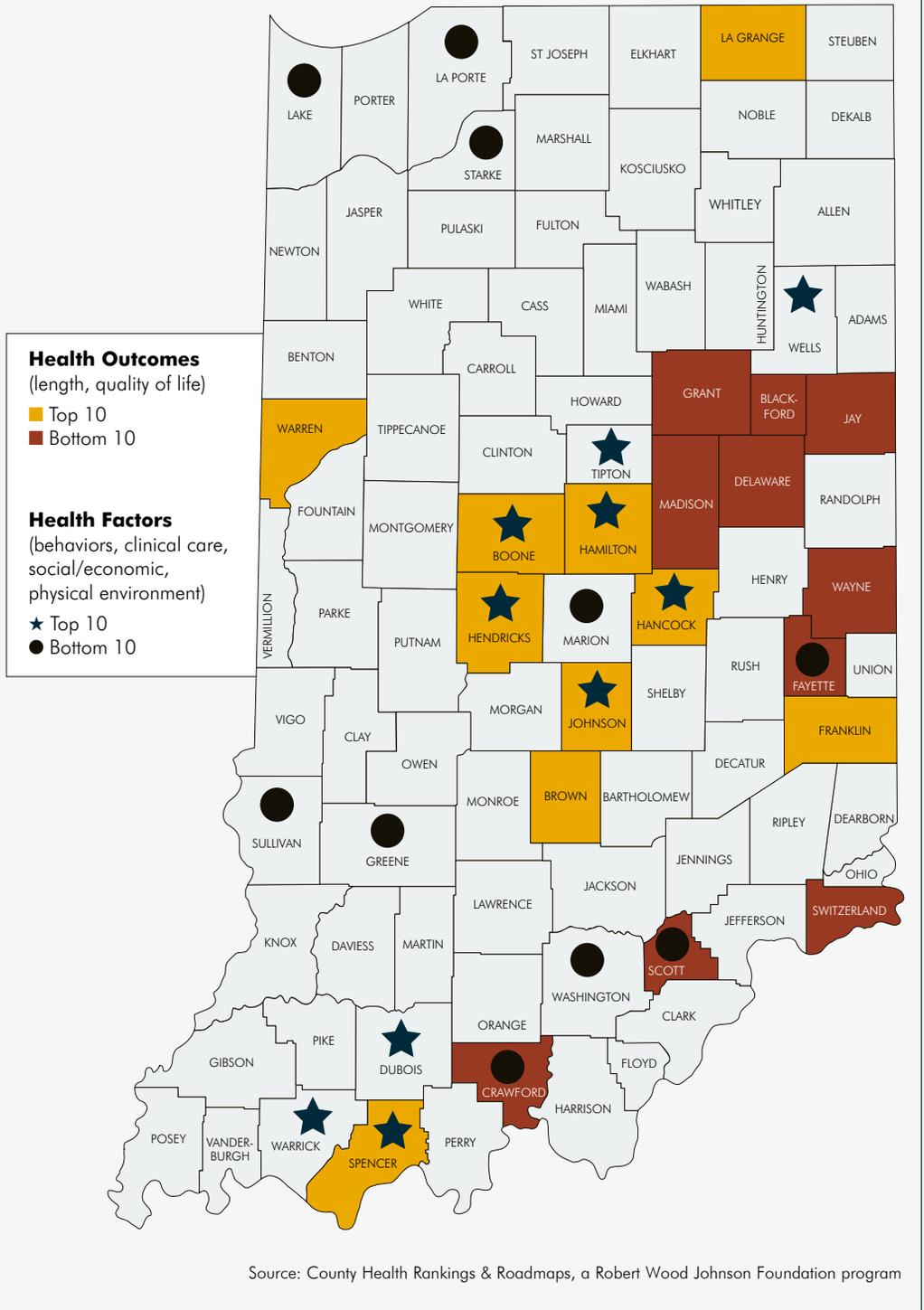
Newman adds, “We now have mental health and substance abuse in a new section of the Indiana Healthy Community initiative because of Indiana Workforce Recovery.”

Pferrer also recalls the Indiana Chamber’s board of directors meeting earlier this year and how opioids and other substance abuse issues are hampering Indiana’s business growth.

“What was evident at the Chamber’s spring board meeting is that health is a key driver for workforce. It’s not just about physical health. The four domains included in the healthy community designation process (health, environment, community and economy) are driving conversations.

“Indiana’s state of health continues to evolve, and we need to evolve with it. We can replicate this, scale this and ensure a consistent approach,” Pferrer maintains.

Healthy Locations: County Comparisons



RESOURCES: Madie Newman and Jennifer Pferrer, Wellness Council of Indiana, at www.wellnessindiana.org | Nancy Wilson, Cairnstone Benefits Group, at cairnstonefinancial.com | Nathan Taylor, Delaware County Wellness Professionals, at www.facebook.com/DCWellnessPross

Eat Clean and Live Long



Dr. Rajiv Sharma

EDITOR'S NOTE: Dr. Sharma was asked to comment on what he sees as one of today's biggest health care challenges

Obesity and its related complications have posed a great burden on the health care system. Currently, estimates for these costs range from \$147 billion to nearly \$210 billion per year.

In addition, obesity is associated with job absenteeism (costing approximately \$4.3 billion annually) and lower productivity while at work (costing employers \$506 per obese worker per year).

Personally, I feel this burden is more than what we have measured so far.

Lack of adequate exercise and selective eating habits have caused Indiana to rank 10th worst in obesity among all states with 32.6% of adults now classified as obese. Obesity is the major reason for chronic illnesses such as diabetes, high blood pressure, heart disease, stroke, cancer and arthritis. Childhood obesity is also on the rise and this will put a major strain on our health care system in the future.

"The Child is Father of the Man" (was originally penned by William Wordsworth in the poem *My Heart Leaps Up* and often utilized today to illustrate that your traits are established when you are young). An obese child will amount to an obese adult, leading to a vicious cycle of lack of productivity as well as mental and emotional issues due to low self-esteem.

For America to stay a global superpower of ideas, innovation and freedom, we need to nip the bud of obesity at the root cause – poor dietary choices and poor diet etiquette.

If we are not healthy, we will not be able to stay in the fast lane for too long.

AUTHOR: Dr. Rajiv Sharma is the author of *Pursuit of Gut Happiness* and founder of Digestive Health Associates in Terre Haute. Learn more at www.eathealthyindiana.com

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HEALTHY COLLABORATIONS

Institute to Benefit Students, Community

While colleges and universities have the core mission of preparing their students for successful careers and lives, the institutions also are key factors in community and regional development.

With both goals in mind, leaders at the University of Evansville (UE) are launching the Institute for Public Health.

Payal Patel-Dovlatabadi, associate professor and director of the undergraduate and graduate programs in public health at UE, terms the institute an extension of the Masters of Public Health (MPH) program that began two years ago.

“To go along with that, we wanted to develop some type of entity or organization these graduate students could get involved with, have that hands-on practical experience,” she shares. “At the same time, we will bring together faculty from different disciplines and also involve community leaders to identify top priorities, share ideas and take actions – to try and come up with solutions.”

The broad approach will feature a variety of university disciplines: sociology, psychology, communications and Spanish, to name a few. Partners will include the developing Indiana University School of Medicine downtown campus, clinicians from local hospitals, nonprofits (American Red Cross, Smoke Free Evansville, Vanderburgh County Health Department), mental health clinics and more.

Although the first collaborative meeting will take place in September, Patel-Dovlatabadi says there are some obvious areas of need. “Vanderburgh County has one of the highest infant mortality rates in the state of Indiana and also in the country, so that’s definitely going to be a target issue. Mental health has also been identified as a huge issue.

“We hope our Masters of Public Health students will have priority with engaging with the Institute. It will primarily be through research type efforts. (The) MPH (program) really wants to strengthen their research skills because that’s so important whether they go out into the workforce or they decide to go get a doctorate.”

UE already has some undergraduate students engaged in the community, assisting the county health department with data collection.

“Long term, I think our ultimate goal is to improve quality of life and help eliminate health disparities – where low income and certain types of races are more affected,” Patel-Dovlatabadi contends. “We want to improve health outcomes. We’re really excited about this opportunity. It’s a great addition for UE and the community.”



Beginning her eighth year at the University of Evansville, Payal Patel-Dovlatabadi started both the undergraduate and graduate public health programs.

RESOURCE: Payal Patel-Dovlatabadi, University of Evansville, at www.evansville.edu

Assessing the Needs and Taking Action

Every three years, nonprofit hospitals are required by the federal government to conduct a Community Health Needs Assessment (CHNA). A statewide collaborative of 11 hospitals/systems covering communities in 39 counties is taking a team approach.

Priscilla Keith, executive director of community benefit for Community Health Network, notes the collaborative began in 2015. Key outcomes from that survey identified diabetes, obesity, asthma and access to care as top issues. In the 2018 efforts, the health systems partnered with the Indiana University School of Public Health to create a common set of survey questions.



Priscilla Keith says partnerships that emerge as a result of the community needs assessment have long-term benefits.

“When we get that data back, we have a foundation,” Keith explains, “as they say, repeatable data. In 2021, when we go forward to the next CHNA, we already have a platform on which to do the next community assessment.”

Among the partnerships that have emerged for Community Health Network: a Healthy South Side initiative with Franciscan Health and a Healthy Hamilton County program that includes St. Vincent, Indiana University Health and Riverview Health.

Keith offers several examples of Community follow-ups from the 2015 analysis. They include nurses in more than 100 Marion County school clinics working with students on asthma education and treatment. Also, a partnership with Meals on Wheels helps alleviate food insecurity issues

for diabetes and cardiovascular patients.

Initiated as part of the Affordable Care Act, the CHNAs “give hospitals a blueprint to knowing what the needs are in their communities,” Keith maintains. Each facility will work with its leadership teams to analyze results, prioritize issues and prepare implementation strategies, which are required to be submitted to the board of directors.

In an industry often known for its competitiveness, the hospital

collaborative was cited by the Catholic Health Hospital Association for its “ability to be innovative and find common ground.” Keith calls it “unique” and the “crown jewel” of the CHNA effort.

The 11 hospitals/systems involved are Community Health Network, Community Healthcare System, Deaconess Health System, Franciscan Health, Gibson General Hospital, Hendricks Regional Health, Indiana University Health, Methodist Hospitals, North Central Health Services, Riverview Health and St. Vincent.

RESOURCE: Priscilla Keith, Community Health Network, at www.mycommunityneeds.org

UIndy Provides Addictions Counselor Education

Addiction today is commonly associated with the state and nation’s opioid epidemic. The challenges, though, are much broader. The University of Indianapolis (UIndy) is responding with a pair of new addictions counseling programs.

“Indiana has one of the higher opioid death rates in the nation, but there is also the understanding that addictions in a broad perspective are very problematic,” attests Anita Thomas, dean of the university’s College of Applied Behavioral Sciences. The World Health Organization definition of addictions includes, among others, alcohol, narcotics, gambling, sexual – and now gaming.

The Master of Arts in Addiction Counseling – which began with the fall 2018 term – will combine psychology, social work and counseling into a behavioral health care curriculum. Thomas adds that students will be able to do additional coursework that is addiction-specific and have access to clinical supervision opportunities.

The Interprofessional Certificate in Addictions, launching in January, is designed as a postgraduate experience for individuals already practicing in the field. It is housed in the College of Applied Behavioral Sciences but co-sponsored by the School of Nursing and includes faculty from physical therapy and occupational therapy, among other fields.

Thomas emphasizes the importance of integrated health care teams in this field. The certificate program will feature team training and simulation experiences, allowing for that development of the team approach.

With many states having expansive licensure requirements for addictions professionals, the dean believes the new programs will prove attractive to students from not only UIndy but beyond. Of

New addictions counseling programs will be housed in the University of Indianapolis Health Pavilion (*University of Indianapolis photo*).



particular concern is the shortage of counselors, with a recent study revealing fewer than 20% of Indiana license applications or renewals come from rural locations.

“We certainly know that individuals who experience depression, anxiety, trauma, post-traumatic stress disorder, often don’t have access to treatment, especially in rural areas,” Thomas points out. “There is still a stigma around mental health and seeking treatment. Many individuals will choose a form of self-medication ... as a way to cope with some of their issues.”

The master’s program can be completed in one calendar year, with part-time options (one and a half to two years) also available.

RESOURCE: Anita Thomas, University of Indianapolis, at www.unindy.edu

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ROAD TRIP TREASURES



FESTIVAL FERVOR

Pierogies, Circus Acts and Much More

By Charlee Beasor

The annual Parke County Covered Bridge Festival in Mansfield, about an hour west of Indianapolis along U.S. 40, is frequented by over one million visitors each year.

Indiana's largest festival – by attendance – is a celebration of the county's 31 covered bridges, accompanied by a massive flea market that descends on the small town each October (and stretches far beyond the county borders).

You might question why a celebration of old bridges summons so many to one county in west central Indiana. The answer is simple: It's tradition.

Each Indiana festival might commemorate something different, but there are common themes – tradition, heritage, camaraderie and food – that run through nearly all Hoosier celebrations.

Indiana also has more festivals than “virtually any other state in the country,” says Mark Newman, executive director of the Indiana Office of Tourism Development (IOTD). He puts the number at about 1,000 across the state.

“If you want to connect to the cultural life of Indiana, you visit during the fall months and during the fall harvest. That's when the vast majority of those events are taking place. They're centered around food and harvest, arts and craft festivals,” Newman notes.

“Food is a really important part of that. There are local tastes that are regionally defined,” he says, mentioning persimmon ice cream more than once during our conversation.

“These are unique local things that make the festivals in our state so special.”

Something for everyone

Do you strum the Hawaiian steel guitar? There's a festival for that in Winchester in July.

Are you a bacon lover? Check out the annual Indiana Bacon Festival of Carroll County at the end of August.

If you're into classic cars, there are too many antique vehicle options to list here.

Maybe you're a fan of Hoosier-born comedian Red Skelton. The annual Red Skelton Fest takes place in mid-July in Vincennes.

Possibly it's a specific type of food you're ready to indulge in? The 72nd Persimmon Fest takes place September 22-29 in Mitchell.

Or perhaps pierogies, the Central European filled dumplings, get your mouth watering? This writer got her first experience with the Polish treat when *BizVoice*[®] traveled to Pierogi Fest in Whiting.

Polish pride at Pierogi Fest

Setting: Six blocks of 119th Street in Whiting (just north of Hammond). A charming street lined with local businesses and a backdrop of industry on one side and

EDITOR'S NOTE: Each 2018 issue of BizVoice[®] will feature a Road Trip Treasure, highlighting Indiana destinations and activities.



Visitors to Pierogi Fest in Whiting can hear live music from five stages during the three-day festival in late July.

Put on by the Whiting-Robertsdale Chamber of Commerce, Pierogi Fest started 24 years ago with about 1,000 pierogies offered in front of city hall. Now, 300,000 people annually attend the festival.

Keep an eye out for Mr. Pierogi and the "buscia" (a playful homage to Polish grandmothers) as part of the self-dubbed "weird and wacky" festival and parade along Whiting's 119th Street.



Lake Michigan on the other.

Sights: Food vendors and tchotchke booths line both sides of the street. Throngs of people fill the space between, making it tough to move through the crowd when it gets busy. Watch out for the buscia (think feisty grandmothers) and Mr. Pierogi and Miss Paczki causing trouble. Find pierogi eating contests, a pierogi tossing contest, and a parade showing off all the weird and wacky of Whiting.

Smells: Sizzling butter, fried sugary dough, huge skillet full of meat and vegetables.

Sounds: Friendly reunions, shouts of food vendors enticing you to try their fare, live music from five stages, people enjoying time together and various “mmms” (myself included) from the delicious food offerings.

This is Pierogi Fest.

When I admit this is my first pierogi experience to three women standing next to me, I hear gasps of bewilderment.

After they recover from my admission and make sure I’ve sampled the potato-filled dumplings, Judy Harkenrider (sporting a t-shirt that reads, in part, “Polish Princess”) and her friends chat with me about being able to catch up with old acquaintances and celebrate their heritage during the festival.

“It’s a connection with my history, my heritage,” offers Sister Anne Marie. “My mother was born here and coming to this fest is just a good celebration. I appreciate how Whiting has made progress and advancements and a lot of the beautiful things that are going on. They’ve reconstructed the park areas and walkways.”

Adds Diane Losiniecki, “We always run into people we know, and everyone is so nice, even the people we don’t know. It’s nice to mingle with new people.”

Later, I meet Daniel Toleikis and his wife, Stefanie. The two live

in Kansas City, but Daniel is from Whiting and they both enjoy coming to the fest.

“You’ll never believe how this town of 5,000 swells to so many people,” he says. “There’s a great atmosphere and it’s packed, and everyone is having a good time.”

Approximately 300,000 people come into town throughout the three-day festival in late July.

As we make our way down the sidewalk behind the vendor booths, I spot one open business: SunCatchers, offering stained glass and gifts.

Owner Edie Rauner was elected Whiting-Robertsdale Chamber board president (the chamber is the organization behind Pierogi Fest) in January and gives me a little background on the history of the 24-year-old festival. Her shop has been here 30 years.

“When they first started this ... I think they had like 1,000 pierogies in front of City Hall and they were gone in a couple hours,” she recalls.

“When I heard Pierogi Fest, I thought, ‘Psh, how lame is this?’ But look at what has developed from it,” she says, with honest amazement in her voice. “People come from all over the world to this festival. People travel and make their vacation here.”

When I ask Rauner about her favorite part of the festival, she doesn’t pull any punches.

“My favorite part? The sales. ... When the Pierogi Fest comes in, if summer gets to be slow, this is what gets us over the hump to the holidays,” she asserts.

With a belly full of pierogi and kolacky (a delightful pie-cookie hybrid dusted with powdered sugar) and a silly souvenir t-shirt in hand, I head toward the shuttle bus stop and the sounds of Pierogi Fest fade away.

Road trip tip: Can’t find street parking? There are several parking lots with free shuttles that run all day; just remember which lot you park in!

ESCAPE THE ORDINARY

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The Peru Amateur Circus and Festival is approaching 60 years running. It turns the small town of about 11,000 people north of Kokomo into a living tribute to its heritage as "Circus City."

Acrobats from ages seven to 21 produce a two-hour show replete with heart-stopping tricks of bravery and dexterity – including a seven-person pyramid on the tightrope and high-flying trapeze skills. The show is set to live music from a 60-piece circus band.

The Circus City Festival Museum takes up permanent residence inside a building that was once a lumber company. Photos and memorabilia chronicle the circus history of the town.

Indiana festivals celebrate the diverse heritage of the state's people, from honoring famous Hoosiers – such as the Red Skelton Fest in his birthplace of Vincennes – to various ancestries, including Oktoberfest in Seymour.

Flipping through history: Peru Circus Festival

On a family road trip to the Peru Amateur Circus and Festival, we observe feats of dexterity and courage that make us go “Wow!” and “Why does this exist here?”

Watching a person walk across a tight rope is impressive; seeing it through the eyes of my children is even more spectacular. The fact that it is all taking place at an amateur circus, comprised entirely of young people between the ages of seven and 21 from Miami County, adds to the “wow” factor.

Dubbed the “Circus Capital of the World,” Peru has a rich circus heritage. About 90 minutes north of Indianapolis, the town of 11,000 people was once a winter base for circuses. The advent of the rail system and the availability of plentiful feed and animals in the “breadbasket of the country” made Peru a suitable winter home, says Tim Bessignano, caretaker of the Peru Circus Museum.

But the circuses eventually stopped coming, either as the warmer climate of Florida beckoned or because they became casualties of the Great Depression.

The circus heritage of the town was reborn in the late 1950s with the beginning of the Peru Amateur Circus and Festival, which will turn 60 years old in 2019.

The heart of the festival is in downtown Peru, about 10 minutes off U.S. 31, with one street blocked off for rides, games and food vendors. The circus gift shop, museum and arena are housed in a large, air-conditioned building that was once a lumber company.

The circus arena is bright and colorful, and banners honoring circus history hang from the rafters. Stepping carefully over a rigging, we find our seats on one end of the gymnasium-like bleachers and sit down close to the live, 60-member circus band. A clown passes out suckers on the arena floor.

All the acts in the three rings are impressive. My personal favorite is the juggling, especially when teenagers so confidently begin throwing flaming batons around. My 6-year-old says the flying trapeze was the most “amazing-est” part, in her opinion.



But it's the sheer number of volunteers that really sticks with you.

“Between the downtown festival, and we're talking the parade and the arena and all the stuff that goes unseen behind the curtain, you're probably looking at close to 2,000 volunteers,” Bessignano maintains.

Acrobats work on the show throughout the year. The transformation of the children and teens make it astonishing, he admits.

“When you first see them in February, you think, ‘They aren't ever going to make it.’ But they just do the transfer and change over, and it just works,” he says. “You'll see everything that a professional show has got to offer, and they maybe do as good if not better than some of the professionals. They just go for it; they are really geared up for it.”

The festival and performances draw crowds from all over Indiana, but Bessignano laments that, despite the nearly 60-year history, the circus is still a “best-kept secret.” He acknowledges losing some large sponsors has made an impact on the offerings over the last few years and attendance has lagged. But social media is helping to spread the word.

He notes attendance was up this year.

The day we ventured to Peru – even though it was pouring rain outside – we saw a sold-out show.

Ticket prices range from \$8 to \$15 and you can purchase them online or at the box office. Run time of the circus is just over two hours, and there is plenty of action to keep children and adults entertained the whole time.

Road trip tip: Do you dream of running off to the circus? Here's your chance to try it out: Bessignano offers that adults can pay for the opportunity to try some of the acts during the fall. Look for details about the opportunity from the Peru Amateur Circus on social media.

Spreading the 'Indiana brand'

Larry Bemis is president of the Indiana State Festivals Association and has over 30 years of involvement with the group. The association, in cooperation with the IOTD, produces the *Indiana Festival Guide*, a listing of over 600 festivals around the state.

The resource is available both online and in hard copy format. It's popular and unique.



The Parke County Covered Bridge Festival in Mansfield is Indiana’s largest festival, attracting more than 1 million people annually.

Visitors to the Newport Antique Auto Hill Climb regularly fill local hotel rooms in Indiana parts of Illinois.



Bemis discloses that he’s heard from other states wanting to put together a similar publication.

The guide is one tool for the IOTD to utilize Indiana’s festivals as part of the state’s tourism marketing campaign “Honest-to-Goodness Indiana,” according to Newman. He offers that the festivals are part of the “Indiana brand.”

“(Festivals are) an important part of the Indiana identity; it’s part of our cultural life

here and we’re proud of it. It’s every bit of Honest-to-Goodness Indiana. It really is. It’s the values and virtues of our communities,” he shares.

While there are no comprehensive festival-related economic numbers available, Newman believes the IOTD sporting event populator can help parse economic impact through attendance.

“We don’t have the cumulative

economic impact but knowing that the Feast of the Hunters Moon (in Lafayette) has 36,000 visitors – the economic impact throughout the entire supply chain is about \$1 million,” he calculates.

“The Persimmon Festival, there are 30,000 visitors, and much less spending through the supply chain, but the economic impact is about \$400,000 to \$500,000. ... Greenfield, for example, has the James Whitcomb Riley Festival. There are jobs that have existed for over a half century because that festival has lasted (that long).”

Bemis adds that the festivals especially help in rural areas.

“Parke County is a perfect example. It’s rural; there’s very little industry. It does have three beautiful state parks, but the thing about the state parks being there, they’re off the property tax rolls. There’s got to be another revenue stream to support that,” he imparts. “The Covered Bridge Festival, it drives a lot of economy.”

Many of the proceeds from small town festivals go back into the community.

“They’re paying for town services. Scholarships for young people, all sorts of things like that take place,” Newman observes.

An example: There are 33 \$500 scholarship recipients this year because of the Peru Circus Festival, Bessignano reveals.

Keeping tradition alive

Bemis emphasizes that most festivals are run and organized by volunteers. And it’s increasingly difficult to find enough helpers.

“I look at our old Lion’s Club. I’m the third-longest serving member in our club right now and everybody kind of looks at me like I’m one of the younger guys. Getting the younger guys involved and enthused about volunteering – it’s very tough.

“At some point you have to give back to the community. Get out and volunteer and help celebrate what we’ve got going on in the state. We’ve got some really great things happening, but it takes people,” he concludes.

RESOURCES: Larry Bemis, Indiana State Festivals Association, at www.indianafestivals.org | Mark Newman, Indiana Office of Tourism Development, at www.visitindianatourism.com | Tim Bessignano, Peru Circus Museum, at www.perucircus.com | Pierogi Fest at www.pierogifest.net



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