



## Transforming Terre Haute for Generations to Come!

**The Rural Health Innovation Collaborative (RHIC)** represents a unique opportunity to align the resources and strategic direction of several community institutions in Terre Haute to address a grand challenge – improving and expanding health care in our community... Come and learn more about this exciting collaboration December 2, 2008.

### Press Release

**12/1/2008**

TERRE HAUTE, Ind. - Neighborhood revitalization and economic development will be two of the positive results of a long-range plan involving Terre Haute government, education and business partners who are launching the Rural Health Innovation Collaborative as an aggressive response to current and anticipated health care worker shortages in Vigo County and surrounding rural communities.

Plans for the RHIC were announced at an 11 a.m. Dec. 2 news conference at the Landsbaum Center for Health Education, 1433 N. 6 ½ Street.

Union Hospital and its Lugar Center for Rural Health, Indiana University School of Medicine-Terre Haute, Indiana State University, Ivy Tech Community College, the Terre Haute Economic Development Corporation and the City of Terre Haute have joined forces to develop a program to create more health care training and job opportunities in the community. The progressive plan will encourage the expansion of health care businesses, create life science research opportunities, provide more health care training programs and ultimately improve access to medical care in the area.

The Rural Health Innovation Collaborative represents a unique opportunity to align the resources and strategic directions of several community institutions in Terre Haute to address a grand challenge - improving health care in rural Indiana. At the same time, the combined efforts will spawn neighborhood revitalization and economic development in the area near Union Hospital and ISU.

Mayor Duke Bennett has taken a leadership role in the project and shown enthusiastic support of this effort that includes three tiers of higher education in Terre Haute. "We applaud the continued growth of our local colleges and health-care industry, especially at a time when the entire U.S. is facing a shortage of physicians and other health-care workers," he said. "Obviously, other benefits of this collaboration will include possible neighborhood development, the creation of jobs and infrastructure improvements."

"The Rural Health Innovation Collaborative will have a significant impact on teaching, scholarship and public service at Indiana State University," said Daniel Bradley, president, Indiana State University. "The university is currently planning for a new or renovated facility that will allow the College of Nursing, Health, and Human Services to better prepare its graduates to meet changing health care needs."

"Indiana State is already known for community engagement and experiential learning. By joining with our partners in founding this collaborative, ISU can strengthen long-standing community health outreach programs and properly plan new initiatives that will mean more real-world learning for our students while also addressing state, regional and national health care needs," he said.

President Bradley and leaders of the other higher education institutions involved in the RHIC are optimistic that the partnership will enhance lives of area residents in tangible and intangible ways.

"This innovative partnership has the potential to help meet the growing healthcare workforce needs in hospitals, clinics, physician practices and other settings, as well as improve access to care, especially in rural areas" said David R. Doerr, president and chief executive officer of Union Hospital and its Richard G. Lugar Center for Rural Health. "Patients will benefit from this initiative for years to come."

Increasing the number of physicians graduating from the IU School of Medicine is important to the state as a whole but particularly important in areas with medically underserved populations such as the Terre Haute area.

"The IU School of Medicine - Terre Haute center has been proactive for several years in the national effort to increase the number of primary care practicing physicians and has been proactive in creating a rural medical program at the Terre Haute center to encourage graduates to return to the area after completing their training," said Stephen B. Leapman, M.D., executive associate dean for educational affairs at the IU School of Medicine. "This collaborative will amplify the efforts of the medical school and produce a dynamic health professions educational environment with positive outcomes for the community. We are pleased to be a founding member of the RHIC."

RHIC organizers agreed early in the planning process that health education opportunities were needed in all areas of care and that job opportunities and economic development were key to success of the project.

As one of the founding partners of the RHIC, Jeff L. Pittman, Ph.D., chancellor, Wabash Valley Region and vice provost for distance education, Ivy Tech Community College, said, "As one of the premier educators of health care and life science employees in the area, representatives of the college see the collaborative as an effective vehicle to better meet health-care employer needs and as a catalyst to expand health care and life science economic development initiatives here in the Wabash Valley."

Steve Witt, president of the Terre Haute EDC, summarized the sentiments of the group. "Whenever organizations of the caliber of ISU, IU School of Medicine, Ivy Tech, Union Hospital, the Terre Haute Economic Development Corporation and the city of Terre Haute work together to reach a common goal, great things are bound to happen," he said. "Twenty years from now, we will all look back on December 2, 2008, as being an historic day for our community."

## **Moving Forward**

The RHIC Operations Committee is meeting monthly while five working groups focusing on finance, communications, education, economic development and facilities are also meeting regularly. The working groups will assist the operations committee in ensuring a coordinated implementation effort to move the RHIC forward to address the challenges of workforce shortages, economic development and neighborhood enhancement.



## Vision

### **Rural Health Innovation Collaborative (RHIC): A Community Partnership**

Indiana faces severe health care worker shortages. These shortages are particularly severe in Indiana's more rural areas. A key federal report indicates that "the distribution of available health professionals is a particularly acute issue in certain locations. These medically underserved areas, ranging from isolated rural areas to inner cities, have problems attracting and retaining health care professionals." The report further states that "these concerns are likely to increase in the future as demographic pressures associated with an aging population are expected to both increase demand for health services and limit the pool of available workers."

In May 2004, the Indiana Medicine and Public Health Initiative published "The Community Health Improvement Plan, 2004-2007," stating that Indiana ranks 42nd in the nation in doctor to population ratio. Half of Indiana's 92 counties are designated as whole or partial Medically Underserved Areas and 17 counties are designated as Health Professions Shortage Areas, while 11 are low-income counties. A recent analysis by the Robert Graham Center for Policy Studies found that, in Indiana, family physicians have an economic impact of \$949,269 per doctor, per year. In addition, every five jobs generated within the health sector results in four additional jobs within the community.

Union Hospital and its Richard G. Lugar Center for Rural Health, Indiana University School of Medicine - Terre Haute, Indiana State University and Ivy Tech Community College Wabash Valley (collectively, "the Founding Partners") each have successful programs to recruit students into health care focused careers and particularly to prepare them for service in rural areas. Building on this nationally-recognized record of success, the Founding Partners - which also includes the Terre Haute Economic Development Corporation and the City of Terre Haute - are jointly developing a Rural Health Innovation Collaborative ("the Collaborative") in Terre Haute, Indiana, to respond to the current and worsening health care worker shortages. In addition to addressing workforce needs, the development of the Collaborative will result in neighborhood revitalization and economic development, including physical infrastructure build-out, business expansion and attraction, and the increase of rural health care services, training and research.

The Collaborative will be anchored by the Union Hospital campus to the north and the Indiana State University campus to the south. This largely distressed area will become the site of an unique and expanding constellation of mixed-use commercial and residential property, as well as multidisciplinary, rural-focused training and research sites. As such, the Collaborative and the focused redevelopment will make critical contributions to the health and economic vitality of the local community, the region, and the state.



## Founding Partners

The Rural Health Innovation Collaborative will unite and enhance the capabilities of Union Hospital and its Lugar Center, Indiana University School of Medicine - Terre Haute, Indiana State University and Ivy Tech Community College Wabash Valley to improve the delivery of health care in rural settings across Indiana. The Collaborative - developed in partnership with the Terre Haute Economic Development Corporation and the City of Terre Haute - also will enhance the economic vitality of the community by reinforcing community employers and building sustainable, new enterprise. Set out below are thumbnail background descriptions of the Founding Partners.

### Indiana State University

In 2007, Indiana State University ("ISU") approved the creation of a new comprehensive college to serve the needs of health-related professions. Acting on the recommendations of a campus-community task force and the University's chief academic officer, the ISU Board of Trustees approved the College of Nursing, Health and Human Services. The new college incorporates programs previously housed in the College of Health and Human Performance and the College of Nursing. Other health-related programs housed elsewhere, including in the College of Arts and Sciences and the College of Education, may elect to be part of the new college in the future. This strategic development is viewed as the best way to provide the health professions with the

### Indiana University School of Medicine

Indiana University School of Medicine ó Terre Haute ("IUSM-TH") has begun an expansion of the medical school at the Terre Haute site. Specifically, the class of first year medical students was increased from 16 to 24 in the fall of 2007. Beginning with the expanded 2008 class, students accepted to the newly designed rural-focused curriculum will remain in Terre Haute for all four years of their medical training rather than move to the hub medical school site for years three and four. Over time, the number of medical students being educated in Terre Haute at any one time would at least double, from the current 32 to at least 64, and possibly higher. It is anticipated that most, if not all, of those students will be on the rural training track.

resources, visibility, identity, and leadership opportunities needed to be successful.



### Union Hospital, Richard G. Lugar Center for Rural Health

The Lugar Center is a part of Union Hospital and its Family Medicine Residency program dedicated to preparing physicians to serve in rural communities. Using a specially designed, hands-on, accredited Rural Training Track curriculum, physicians learn innovative techniques and best practices for serving remote populations. Union Hospital's Family Medicine Residency program is in the process of increasing from five students in each of their three years of residency training to seven students in each class. Concurrently, the Lugar Center has developed into a policy and program leader with the development of innovative methodologies to support a workforce that is well-prepared to provide access to quality health care services in remote areas nationally and internationally.



### Ivy Tech Community College Wabash Valley

Ivy Tech Community College is a primary educator of allied health and life science workers in the Wabash Valley Region. The College's overall success in meeting the community's educational needs is demonstrated by record enrollments during Fall 2008 of over 6,100 students. Currently, the Region enrolls over 650 students in a wide variety of health and life science career programs.

The School of Health Sciences provides students the option to pursue a technical certificate or an associate's degree, both of which prepare individuals to enter the job market immediately, or allows graduates to transfer credits to Indiana State University or other four-year institutions. In the allied health field, Ivy Tech Community College has responded to local employer needs and the tremendous opportunities in the health care industry to educate well-prepared health care professionals. The Wabash Valley campuses offer programming in health and life sciences areas including Biotechnology, Medical Assisting, Medical Laboratory Technology, Registered Nursing, Licensed Practical Nursing, Paramedic Science, Radiologic Technology, Respiratory Care, Surgical Technology, and Therapeutic Massage.



## Terre Haute Economic Development Corporation

Representing a cross-section of the region's industries - including the expanding life sciences and health sectors - the Terre Haute Economic Development Corporation ("THEDC") is uniquely situated at the intersection of business and economic development. The THEDC works closely with local, regional and state agencies to create a strong link for industry needs, promoting job retention, job creation, and business investment in the Terre Haute community. One way the THEDC distinguishes itself is through the availability of turn-key, "profit-ready" buildings and industrial properties, as well as through its ability to effectively and efficiently manage those facilities.



## City of Terre Haute

The City of Terre Haute, under the direction of the Office of the Mayor, is dedicated to assisting in creating and maintaining a vibrant, prosperous, economically balanced community offering housing and employment opportunities for all citizens. Included in its efforts to achieve this goal, and in alignment with the RHIC initiative, the City administers programs designed to eliminate slum and blight, create affordable housing opportunities, build and maintain the physical infrastructure of eligible neighborhoods, provide for urgent need, and facilitate economic development activities. Through these and its many other initiatives, the City of Terre Haute is working diligently to continuously improve the quality of life for all in the Terre Haute community.



## The Rural Health Collaborative Structure

The Collaborative is guided by a Leadership Committee, which includes the executives of the Founding Partners and is convened when needed to make high-level decisions. The Operations Committee, which is composed of representatives of each of the institutions, is responsible for the implementation of the initiative elements. The Collaborative may also wish in the future to engage Programmatic Partners as appropriate to successfully carryout the elements of the initiative. As the Collaborative evolves, the Founding Partners may also move to establish a more formal structure using one of the following tools: memorandum of understanding, tax exempt organization, or another platform.

To effectively measure outcomes and ensure accountability, the Operations Committee is in the process of developing a comprehensive plan that builds collaboration while moving each component of the project through time-sensitive, milestone-driven performance gates. In addition, the Operations Committee has developed five working groups to manage the initiative's activities in the following areas: Communications, Education, Facilities, Finance and Economic Development. To assist with project management of the Collaborative, the Founding Partners have employed an outside facilitator to support these efforts.



## Initiative Elements

The planned Collaborative will be developed in five components. These elements will proceed in an overlapping manner to accelerate progress.

The planned elements include:

- **Element I -- Identifying Market Opportunities**
- **Element II -- Enhancing the Anchor Facilities: Physical Development**
- **Element III -- Neighborhood Development**
- **Element IV -- Strengthening and Connecting the Collaborative**
- **Element V -- Education and Research Initiatives to Advance and Promote Rural Health**

### Element I -- Identifying Market Opportunities

A central goal of the Collaborative is to foster economic development opportunities in Terre Haute by expanding existing companies located in the region and attracting emerging companies. The anchor institutions play a key role in educating, training, and advancing an important pool of students. They also serve a vital role in attracting and retaining key talent.

The Collaborative will attract a wide spectrum of health care companies and start-ups, with a particular focus on those that are developing products and services needed to support the decentralized health care system emerging in rural communities. It is anticipated that the Collaborative will work in coordination with the Terre Haute Innovation Alliance—a successful community partnership that provides low-cost technical and business assistance services for emerging technology companies located in the region. The Innovation Alliance is a proven job creator, and has already resulted in three successful start-up companies, including a promising medical software engineering company whose products could have application in rural settings.

### **Initial Strategy**

The Terre Haute Economic Development Corporation plans to pursue funding through the Economic Development Administration's Local Technology Assistance Grant (LTAG) program. LTAGs support innovative economic development projects and finance feasibility studies that lead to local economic development.

### **Element II -- Enhancing the Anchor Facilities: Physical Development**

This element focuses on developing the anchor facilities. Located in the midst of the community, Indiana State University and Union Hospital - along with the Indiana University School of Medicine - serve as leadership institutions. They each have considerable resources that have an important role in the community's current and future economic vitality. The specific facilities goals are outlined below.

#### **Indiana State University**

Acting on the recommendations of a campus-community task force and the University's chief academic officer, the Board of Trustees approved the College of Nursing, Health and Human Services, a new comprehensive college to serve the needs of health-related professions. The new college will incorporate programs currently housed in the College of Health and Human Performance and the College of Nursing. The creation of the new college has been viewed as the best way to provide the health professions with the resources, visibility, identity, and leadership opportunities needed to be successful. ISU is currently in the process of defining the perimeters of the physical home for the College.

#### **Indiana University School of Medicine**

IUSOM-TH has begun an expansion of the medical school at the Terre Haute site. In the fall of 2007, the class of first year medical students was increased from 16 to 24. Beginning with the expanded 2008 class, students accepted to the newly designed rural-focused curriculum will remain in Terre Haute for years three and four for their medical training rather than move to the hub medical school site in Indianapolis. Over time, the number of medical students being educated in Terre Haute at any one time would at least double, from the current 32 to at least 64, and possibly higher. As a result of this expansion, future physical development may include a facility that would combine the first and the second year classes as well as space for the third and fourth year medical students.

#### **Union Hospital**

Union Hospital is in the midst of a major expansion. When completed, the new hospital will have 362 private rooms, which is 85 beds more than the current facility. Presently, the on-site Family Medicine Center provides facilities for primary care medicine training. Attached to the Family Medicine Center is the Landsbaum Center for Health Education, which houses Union Hospital's Lugar Center for Rural Health, the West Central Indiana Area Health Education Center, and portions of the Indiana University School of Medicine - Terre Haute, and Indiana State University's College of Nursing, Health and Human Services. In order to bring trainees together and to accommodate the planned expansions of all of the Founding Partners member programs, the Landsbaum Center needs to be expanded and the dated Family Medicine Center needs to be replaced.

### **Initial Strategy**

To advance the development of the Collaborative, the partners will advance an integrated strategy to pursue funding to develop their anchor facilities during the next Indiana General Assembly budget session. This will be in addition to pursuing federal and private funding opportunities.

## **Element III -- Neighborhood Development**

### **Locust and Lafayette Revitalization**

The first component of Element III is the revitalization of the area surrounding Locust and Lafayette Streets, a significantly blighted neighborhood in the heart of the Collaborative. Currently, much of the property, housing stock, and commercial interests in this area are in a state of long-term underutilization. In order to ensure that the Collaborative has the capacity to attract the investment and talent that the initiative requires to be successful, the neighborhood will be redeveloped and revitalized through multiple strategies.

The Founding Partners will work with redevelopment and design experts to identify appropriate locations for commercial property, housing, "green" spaces, and learning centers based on comprehensive utility mapping and optimal vehicle and pedestrian traffic flow. This activity will include the dissemination of information to key stakeholders in order to begin the process of recruiting businesses and industry to the Collaborative. The Founding Partners also will invest in educating the local community about the Collaborative and its impact to the region in terms of job creation and economic vitality.

### **Housing Development**

With the development of the Collaborative and expansion of the IUSOM, ISU, and Union Hospital, there will exist a need for additional student and resident housing. Housing is a key component to attracting students and residents to the anchor institutions. Further, development of an Active Adult Community and other senior housing is another opportunity to both attract and retain doctors, nurses, and faculty after retirement.

Currently, a vast majority of property and housing stock throughout the planned Collaborative are in a state of disrepair and underutilization. As the community partners continue expansion efforts, new housing stock will be needed to meet the growing demands. The development of student and resident housing will provide benefits for the community, bringing more individuals to a revitalized and energetic downtown atmosphere. Furthermore, active retirement housing will help attract and retain older generation residents.

### **Mixed Use Development**

Mixed-use development and redevelopment is a key component of the community's revitalization. The appeal of the "Live-Work-Play" lifestyle is vast, causing community planners to infuse cities with excitement and vitality - self-contained neighborhoods with live-work residences, offices, convenient transportation, entertainment and restaurants and retail centers. It is envisioned that the Collaborative will create an active new streetscape and connection to the main arteries of Terre Haute. Retail space along the Collaborative will expand to include new restaurants, entertainment venues, and other stores. Intertwined with these new retail stores will be new businesses, focused on research, device manufacturing, and other health-related professions.

With convenient access, the Collaborative's mixed-use development of housing and retail will create a vibrant new atmosphere for residents.

### **Initial Strategy**

The Terre Haute Economic Development Corporation has submitted to the congressional delegation a Fiscal Year (FY) 2009 appropriations request for \$600,000 through the Economic Development Initiatives (EDI) account within the Department of Housing and Urban Development.

Working in coordination with the City of Terre Haute, the Founding Partners will pursue - among other funding opportunities - the use of a Section 108 loan, which is a source of financing allotted for economic development, housing rehabilitation, and construction for the benefit of low- to moderate-income persons.

### **Element IV -- Strengthening and Connecting the Collaborative**

Element IV is focused on enhancing and sustaining the Collaborative, including new venture and urban redevelopment throughout the area.

The Terre Haute community has several areas - such as the Arts Corridor - and pathways that connect people, neighborhoods and activity centers. The community also has several naturally occurring - yet underdeveloped and underutilized - corridors, such as the Wabash River, which could provide for placid trails and outdoor recreation centers for local residents and tourists seeking a break from daily life. Unfortunately, it has yet to realize its fullest potential. Canoeing, rafting, kayaking, fishing, and other outdoor activities serve as key factors that will attract students, residents, visitors, tourists, and businesses to the Wabash Valley.

Strengthening the connectivity of the Collaborative through innovative approaches to transportation will make the city a more livable community and help shape its future development. The Collaborative will include urban pathways that connect students at IUSOM and the new ISU College of Nursing, Health and Human Services with the "living classrooms" at Union Hospital. A mix of urban landscaping, greenways, and parks will provide attractive and safe pathways for students, doctors, residents and visitors.

### **Initial Strategy**

The Founding Partners will work in coordination with the City of Terre Haute, Terre Haute Tomorrow, and the Terre Haute Chamber of Commerce, among other government- and community-based organizations to enhance and strengthen the Collaborative, making the neighborhood a more attractive and desirable place to live and work.

### **Element V -- Education and Research Initiatives to Advance and Promote Rural Health**

ISU, IUSOM, and the Lugar Center are in the process of conducting an integrated assessment of the rural health education programs that are part of the College of Nursing, Health and Human Services, the medical school at Terre Haute, and the Family Medicine Residency program. This process will seek to catalogue existing programs, identify where there are gaps in training, and also provide an opportunity to develop interdisciplinary cross-campus opportunities for students. The goal of this effort is to identify opportunities to collocate educational programs in order to maximize resources.

In addition, IUSM is a component of one of the nation's leading biomedical research enterprises. With the rising emphasis on clinical research, particularly through the National Institutes of Health, there are emerging opportunities to couple the bench research strength in Indianapolis with the clinical strengths in Terre Haute. A good example is the existing collaboration to provide a rural health component for the IUSOM proposal to develop an NIH-funded Clinical and Translational Science Institute.

The Lugar Center has also developed into a nationally-recognized "think tank" and "innovation center" by continuously tracking, developing, and implementing strategies to ensure optimal health care delivery in rural areas across the state, nation and beyond. These efforts include best practices for the recruitment and retention of physicians for rural practice using new tools such as evidence-based chronic disease management programs and health information technology systems.

### **Initial Strategy**

The Founding Partners plan to identify and collectively advance projects that promote rural health education and research initiatives through federal research agencies and private foundations.



## Frequently Asked Questions

### **What is the RHIC?**

The RHIC was formed to respond to the current and worsening health care worker shortages. In addition to addressing workforce needs, the development of the Collaborative will focus on neighborhood revitalization and economic development, including physical infrastructure build-out, business expansion and attraction, and the increase of rural health care services, training and research.

### **What will the RHIC accomplish?**

Neighborhood revitalization and economic development will be two of the positive results of a long-range plan involving Terre Haute education, government and business partners who are launching the RHIC as an aggressive response to current and anticipated health care worker shortages in the Terre Haute and surrounding rural communities.

### **What does the RHIC represent and where will it be centered?**

The RHIC represents a unique opportunity to align the resources and strategic direction of several community institutions in Terre Haute to address a grand challenge—improving health care in Terre Haute and throughout rural Indiana. At the same time, the combined efforts will spawn neighborhood revitalization and economic development in the area near Union Hospital and Indiana State University.

### **When was the RHIC formed?**

Formation of the RHIC has been a topic of informal discussions for the past two years as a part of partnership efforts to expand the Indiana University School of Medicine in Terre Haute to include a formal, four-year rural training program for medical students. The RHIC was formally established by the partners beginning September 2008.

### **Who are the Founding Members of the RHIC?**

The RHIC currently includes six Founding Members. These include Indiana State University, Indiana University School of Medicine, Union Hospital, the Terre Haute Economic Development Corporation, the City of Terre Haute and Ivy Tech Community College Wabash Valley.

### **What is the Structure of the RHIC?**

The RHIC currently includes a Leadership Committee, an Operations Committee and five Working Groups. These Working Groups include: Education, Economic Development, Facilities, Communications and Finance.

### **Will the RHIC include additional partners?**

Yes. The expectation is that the RHIC will continue to evolve through discussions and inclusion of additional partners. The Leadership Committee will be meeting in early 2009 to discuss ways to best implement this expansion.

### **What are the next steps for the RHIC?**

The RHIC Leadership Committee will continue to work to establish and expand the formal partnership structure. The Working Groups will continue to gather baseline information with the goal of forwarding recommendations to the Operations Committee for a coordinated implementation effort to move the RHIC forward to address the challenges of workforce shortages, economic development and neighborhood enhancement.

### **How can my organization get involved?**

If you have additional questions regarding the RHIC or if you are interested in getting involved, please contact:

- Lorrie Heber, [Union Hospital](#), 812-238-7657, [prlrh@uhhg.org](mailto:prlrh@uhhg.org)
- Dave Taylor, [Indiana State University](#), 812-237-3743, [dave.taylor@indstate.edu](mailto:dave.taylor@indstate.edu)
- Mary Hardin, [Indiana University School of Medicine](#), 317-274-7722, [mhardin@iupui.edu](mailto:mhardin@iupui.edu)
- Claudia Tanoos, [Terre Haute Economic Development Corporation](#), 812-234-2524, [ctanoos@terrehauteedc.com](mailto:ctanoos@terrehauteedc.com)
- Darrel Zeck, [City of Terre Haute](#), 812-244-2320, [darrel.zeck@terrehaute.in.gov](mailto:darrel.zeck@terrehaute.in.gov)
- Kim Clark, [Ivy Tech Community College Wabash Valley](#), 812-298-2284, [kclark@ivytech.edu](mailto:kclark@ivytech.edu)
- Sarah Snider, RHIC Facilitator, 724-594-4218, [sarah.snider@bakerd.com](mailto:sarah.snider@bakerd.com)



## Speaker Bios

### **Daniel J. Bradley, President Indiana State University**

Daniel J. Bradley became Indiana State's 11th president on July 31 after serving as president of Fairmont State University in West Virginia for seven years. He previously held a variety of positions at Montana Tech of the University of Montana, including vice chancellor for academic affairs and research, dean of engineering and head of the petroleum engineering department.

During Bradley's tenure at Fairmont State, the institution grew substantially, more than \$100 million in construction projects were completed, computing infrastructure was upgraded, a robust distance education program was developed, and graduate programs were launched in education, business and social sciences.

Born in Portage La Prairie, Monitoba, Bradley immigrated with his parents to California when he was 7.

A veteran of the US Army, Bradley holds a Ph.D. in physical chemistry from Michigan State University, a master's degree in petroleum engineering from the University of Tulsa and a bachelor's degree in petroleum engineering from Montana College of Mineral Science and Technology. During graduate studies, he spent two years at Oak Ridge National Laboratory performing his research. After graduate school, he was a postdoctoral scholar at the University of California, Berkeley in the Chemistry Department before joining the faculty at Montana Tech.

Bradley and his wife, Cheri, have three grown children and three grandchildren.

**David R. Doerr, President and CEO  
Union Hospital, Inc.**

David R. Doerr has served as President and CEO of Union Hospital, Inc. since November of 1999.

He leads the Wabash Valley's largest healthcare system composed of Union Hospital in Terre Haute, West Central Community Hospital in Clinton, and more than 40 physicians through the Union Hospital Medical Group. Union Hospital, Inc., also known as Union Hospital Health Group, employs more than 2,200 people in locations throughout the area and has annual revenues of \$848 million.

Doerr has held numerous positions at Union beginning as an administrative assistant in 1979. He was promoted to assistant administrator in 1980 and served in that capacity until 1982 when he became administrator of Mary Sherman Hospital in Sullivan, Indiana. He returned to Union Hospital in 1987 as vice president of business development. He was named senior vice president of Union Hospital in 1989 and chief operating officer in 1995.

Doerr earned a bachelor of science degree in nuclear medicine technology from Indiana University School of Medicine. He also served in the United States Army and the Presidential Honor Guard.

He is a Fellow in the American College of Healthcare Executives and is past Chairman of The Greater Terre Haute Area Chamber of Commerce, United Way of the Wabash Valley and the Indiana Hospital Association. He also currently serves on the Board of Directors for the Terre Haute Boys and Girls Club, and Ivy Tech Community College and is serves on the American Hospital Association Regional Advisory Board.

He is married to wife, Charlene, and has one son, Eric.

**Jeff L. Pittman, Chancellor Ivy Tech Community College  
Wabash Valley**

Jeff L. Pittman is Chancellor of Ivy Tech Community College, Wabash Valley Region. He is also Vice-Provost for Distance Education for the Ivy Tech Statewide System. In addition to these roles, he has served the College as the Executive Dean at the Sellersburg Region, Dean of Academic Affairs for the Bloomington Campus, and Department Chair of Manufacturing Technology and Industrial Trades at the Columbus Campus.

Dr. Pittman has earned a Bachelor of Science Degree in Business from Indiana University at Bloomington, a Master of Science Degree in Technology from Indiana State University, and a Ph.D. in Educational Leadership, Administration and Foundations from Indiana State University. He is a member of Phi Kappa Phi Chapter from Indiana State University and of Phi Theta Kappa, Alpha Rho Sigma Chapter.

Currently, Dr. Pittman serves on several community boards, including the Terre Haute Chamber of Commerce, the Regional Workforce Board, the Terre Haute Economic Development Corporation, where he has previously served as Board Chair and is currently on the Executive Committee, and the United Way, where he served as Campaign Chair in 2006. Dr. Pittman is currently the Board Chair of the Indiana Higher Education Telecommunications System, a technology consortium of Indiana's public and private higher education institutions, k-12 education institutions, public libraries, and public broadcasting stations.

**Steve Witt, President****Terre Haute Economic Development Corporation**

As President of the Terre Haute Economic Development Corporation, Steve Witt works closely with his Board of Directors, his THEDC colleagues, local elected officials and many others to formulate and implement the City of Terre Haute/Vigo County's economic development efforts.

Mr. Witt has worked in the economic development arena in Terre Haute and Vigo County for over 20 years. Prior to coming to the Terre Haute Economic Development Corporation in January, 2005, Steve served as Executive Director of the City of Terre Haute/Vigo County Department of Redevelopment. During his tenure at the Department of Redevelopment, Steve implemented City and County government's business attraction and retention efforts and also oversaw the implementation of the City of Terre Haute's Community Development Block Grant program.

Major industrial employers that Steve Witt has helped attract to his community include Companhia Siderurgica Nacional (CSN), LLC's cold roll steel processing facility; Staples Corporation's Midwest distribution center; Aisin Brake & Chassis' automotive brake manufacturing plant, ThyssenKrupp Presta's automotive steering column manufacturing facility, CertainTeed Corporation's fiber cement board manufacturing facility and Boral Bricks' clay brick manufacturing plant. Steve has also been involved in numerous expansion projects throughout the community including those at Applied Extrusion Technologies, Sony DADC and Pfizer Corporation to name a few.

Since 1994, Steve has also served as the manager of the 1,500 acre Vigo County Industrial Park. Since the first tenant entered the park in 1995, over 1,400 jobs have been created within the park with a total private sector investment of nearly \$500 million.

In addition to his work with the Terre Haute Economic Development Corporation, Steve serves on a number of boards of directors including those of the Terre Haute Chamber of Commerce and the Workforce Network, Inc. Steve is also the current president of the Terre Haute Board of Sanitary Commissioners.

Steve earned a Bachelor of Science Degree in Economics from Indiana State University. He is also a graduate of the University of Oklahoma's Economic Development Institute. Additional information on the Terre Haute Economic Development Corporation can be found at [www.terrehauteedc.com](http://www.terrehauteedc.com).

**Stephen B. Leapman, M.D.****Indiana University School of Medicine**

Stephen B. Leapman, M.D., is the executive associate dean for educational affairs at the Indiana University School of Medicine and the Delores and John Read Professor of Medical Education. In addition, as chair of the school's admission committee, he also holds the Frank C. and Ruby L. Moore and George T. Lukemeyer Professorship.

Dr. Leapman joined the Indiana University School of Medicine faculty in 1977. His interests in clinical transplantation and immunobiology led to his appointment as associate director of transplantation, director of the transplant immunobiology laboratory, and professor of surgery. He is considered an authority in renal and pancreas transplantation with research interests in mechanisms of pharmacologic immunosuppression and mechanisms of organ preservation.

His long-standing interest in medical education was honored when he received the medical school's Faculty Teaching Award as well as the Teaching Excellence Recognition Award from the I.U. Board of Trustees. He was the clerkship (student training) director in the IU Department of Surgery for more than 15 years and a member of the Board of Trustees of the Association of Surgical Education.

In 2001, Dr. Leapman became the school's first executive associate dean for educational affairs, making him responsible for the creation, coordination and implementation of all major education programs. He has been one of the principle designers and implementers of the competency-based curriculum, the cutting edge curricular movement at the school that defines a complete physician.

Dr. Leapman was a pioneer in the use of human medical simulation at IU School of Medicine. He initiated the use of Objectively Structured Clinical Examinations as a required assessment tool for the school, and was one of the architects that forged the creation of a new 30,000-square-foot simulation center that will serve on the cutting edge of medical simulation for the schools of medicine and nursing, and Clarian Health Partners.

**James R. Buechler M.D**  
**Lugar Center for Rural Health**

James R. Buechler, M.D. serves as Director Emeritus for the Lugar Center for Rural Health.

He received his MD from the University of Illinois, did his residency at St. Joseph's Hospital in South Bend prior to settling down to private practice at Cork Medical Center in Marshall, Illinois.

Dr. Buechler started the Family Practice Residency in 1972 and still serves as faculty physician for the residents. Under Dr. Buechler's leadership the Clay City Center for Family Medicine and Rural Training Track became a reality in 1993. The Clay City site received accreditation from the ACGME and is now selected by the majority of family medicine residents. It allows the residents to work out of the main site during their full three years of training while gaining rural experience at a federally-designated rural health clinic. He served as Director of the Midwest Center for Rural Health for 12 years prior to becoming semi-retired.

Dr. Buechler serves on many committees throughout Indiana and has membership in the AAFP, IRHA, NRHA. His passion for teaching has always been a priority and in 1993 he was awarded the National Educator of the Year Award by the National Rural Health Association.

Dr. Buechler is highly regarded at Union hospital for his dedication and leadership toward patient care and advancement of healthcare. He has been a valued leader of the International Training Track and the Rural Health Innovation Corridor that we are both proud and pleased to announce to the community and media today.



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