

2023 Community Benefit Report

Indiana University Health

About Indiana University Health

IU Health is Indiana's most comprehensive health system. With hospitals, physician offices and allied services, IU Health provides access to a full range of specialty and primary care services for adults and children. A unique partnership with Indiana University School of Medicine—one of the nation's leading medical schools—gives patients access to groundbreaking research and innovative treatments to complement high-quality care.

Indiana's largest and most comprehensive health system

IU Health provides the following assets and resources to patients and communities:

- 16 hospitals to provide inpatient care
- Statewide options for highly skilled, compassionate physicians and advanced providers
- A coordinated, personalized approach that includes a wide range of services, from primary and preventive healthcare to end-of-life care
- More than 300 primary care and specialty care offices
- A growing network of urgent care clinics and other clinical support services
- Individual, commercial and Medicare health insurance through IU Health Plans
- Regional LifeLine bases providing care for the most critically ill and injured patients, with advanced air medical helicopters and mobile intensive care units

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Our vision, values and promise

IU Health has been on a path to create a healthy culture for all. The IU Health Way describes our shared culture and how we aspire to treat each other, our patients and the communities we serve.

Our vision: To make Indiana one of the nation's healthiest states

Our promise: The Best Care, Designed for You

Our values:

- **Purpose**: We work to do good in the lives of all others
- **Excellence**: We do our best at all times and in new ways
- **Compassion**: We treat all people with respect, kindness and empathy
- **Team**: We count on and care for each other



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President's letter

As Indiana's largest and most comprehensive healthcare system, IU Health makes it our mission to address our state's biggest health challenges. Our priorities are set based on what our communities tell us are their most pressing concerns, by what our expert clinicians observe in the patient populations they serve and our analysis of public health data.

Two critical issues we are currently addressing are reducing the burden of chronic illness and increasing access to comprehensive, affordable and equitable healthcare.

Heart disease is the leading cause of death in the United States. Indiana currently ranks 35th in the nation for overall health, in large part due to the high prevalence of heart disease in our state. Indiana ranks 39th nationally for chest pains, coronary heart disease or heart attacks according to America's Health Rankings (AHR).

We also know that Black Hoosiers die from heart disease at higher rates compared to their white neighbors and face a 23% higher risk of serious complications of heart disease. In 2021, the Black heart disease death rate was 438 per 100,000 compared to the White heart disease death rate of 361 per 100,000 according to the Indiana Department of Health (IDOH).

We must address such disparities by collaborating closely with diverse local stakeholders to reach our most vulnerable communities and neighborhoods with information, education, access to medical care and follow up to ensure patients are complying with their care plan.

This is a large-scale challenge that calls for a comprehensive approach. One of our initial efforts is already underway in Indianapolis. In 2023, IU Health partnered with the Indiana Clinical and Translational Science Institutes, the Polis Center at IU Indianapolis and the Fairbanks School of Public Health—in collaboration with Novartis Pharmaceuticals Corporation—to launch a three-year initiative to reduce health inequities that contribute to heart disease.

The iHEART collaborative, or Indianapolis Health Equity, Access, outReach and Treatment, is a proactive, community health worker-led intervention that screens, refers and treats individuals in three medically underserved areas of Indianapolis: Meadows/Martindale-Brightwood, the United Northwest Area/Riverside and the Near Southeast Side. In addition to cardiovascular risk, anchor community residents are also screened for social drivers of health and navigated to social services to meet health relater-social needs. iHEART brings together the medical, research and resident steering committees in these neighborhoods to eliminate barriers to accessing healthcare.

As part of iHEART, IU Health has begun delivering healthcare in the community by offering health interventions, such as blood pressure, cholesterol and diabetes screenings, at barbershops and local places of worship. Based on the screenings, clients with signs of elevated blood pressure meet with a virtual health consultant at no charge. This is one way we're working to improve access to affordable, equitable and quality care in communities that are historically underserved or marginalized.

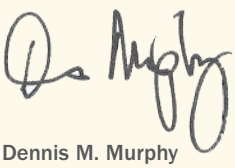
We cannot do this work alone. The IU Health Foundation and IU Health's Community Health team secured a $2.5 million grant from the Indiana Department of Health to hire Community Health Workers (CHWs) to expand the iHEART collaborative as well as the Indiana WeCare program.

CHWs are frontline public health workers that serve as a liaison between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery. IU Health CHWs completed 1,291 total blood pressure screenings in 2023 and 77 percent of those individuals had elevated blood pressures greater than 130/80mmHg. These very high rates of hypertension attest to the high social needs and disproportionate burden of heart disease that guided our selection of our iHEART anchor communities and our community screening sites.

WeCare is an evidence-based effort to reduce infant mortality by developing strategies to help support maternal and infant health. The new CHWs are assisting people living in pockets of inequity in Boone, Hamilton, Hancock, Hendricks, Madison, Marion and Tipton counties. Now that we've begun this work in Central Indiana, we plan to expand the CHW workforce throughout the state.

IU Health remains committed to improving the health of all Hoosiers in order to make Indiana a healthier state. To achieve this ambitious but attainable goal, we need to provide world-class medical care to the more than two million patient encounters we provide each year. At the same time, we know that to address the root causes of poor health in our state, we must go outside the walls of our hospitals and clinics and into the communities and neighborhoods. We must help remove the many social impediments to good health they confront, including poverty, access to good jobs and workforce training, the availability of affordable housing and recreational spaces, quality early learning and K-12 education programs, etc.

By focusing on specific needs in communities we know have been historically underserved, IU Health is working to address the health issues Hoosiers are asking us to solve while providing world-class care to those who need it. As we work closely with our patients, neighbors and community partners, we will continue to expand our offerings to meet the healthcare needs of Indiana more effectively and equitably, while also attacking the broader social and economic forces that have such a significant impact on the overall health and wellbeing of individuals and communities.



Dennis M. Murphy
President and CEO
Indiana University Health

IU Health System totals

Community benefit

$91,153,217	Financial assistance
$604,939,956	Unreimbursed Medicaid
$37,907,119	Community health improvement services
$1,865,251	Community benefit operations
$75,984,460	Health professions education
$34,674,926	Subsidized health services
$1,245,490	Research
$7,168,717	Financial and in-kind contributions

Other investments

$2,405,825	Community-building activities
$136,385,406	Unreimbursed Medicare
$75,170,320	Bad debt[1]

Total community benefit

$854,939,136

Total community investment

$1,068,900,687

[1] The amount of bad debt represents unpaid patient expenses reported at cost.



2023 Days of Service Highlights

15th Annual Days of Service | Sept. 5 – 30, 2023

Days of Service, **IU Health's largest volunteer event**, was a resounding success, thanks to the dedication and passion of our incredible team members. Together, we made a meaningful impact, fostering positive change in our community and beyond. In the spirit of unity and service, **1,859** team members came together to collectively showcase our commitment and enthusiasm by making a difference in the lives of those we serve. IU Health is excited about our future, new challenges, projects and opportunities that contribute to the greater good of the communities we serve.

1,859 team member volunteers

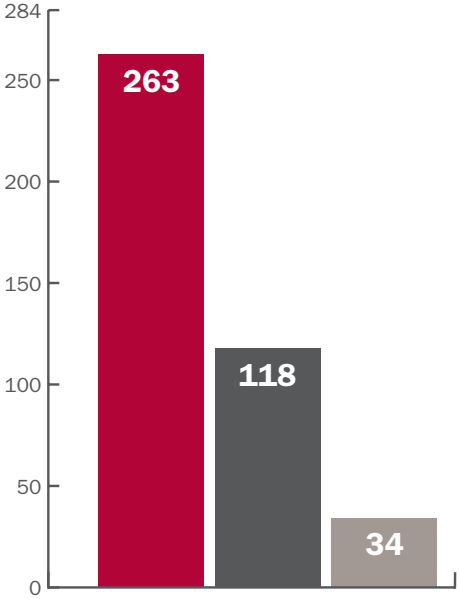
4,118 volunteer hours

83 projects

56 community-based organizations impacted

System-wide participation

Volunteer engagement survey = 82% participation (284) response



how many volunteers had good/excellent experiences

how many gave feedback/ reflections on their experience

how many offered suggestions of improvement

Community Reflections

"You don't know how much having IU Health's support means to individuals in recovery. Your team members were awesome, positive and so much fun to work with. Thank you." – *Director of Recovery Service at Trinity Hope Center (Frankfort, IN)*

"We are so thankful that IU Health West Hospital gave back to the Brownsburg community for its seventh year by participating in its annual Day of Service Project. More than 100 volunteers participated to work on Blast Off Playground, replacing the fence structure, painting and mulching. We are grateful to have their continued partnership to help meet our community's needs." – *Brownsburg Parks*

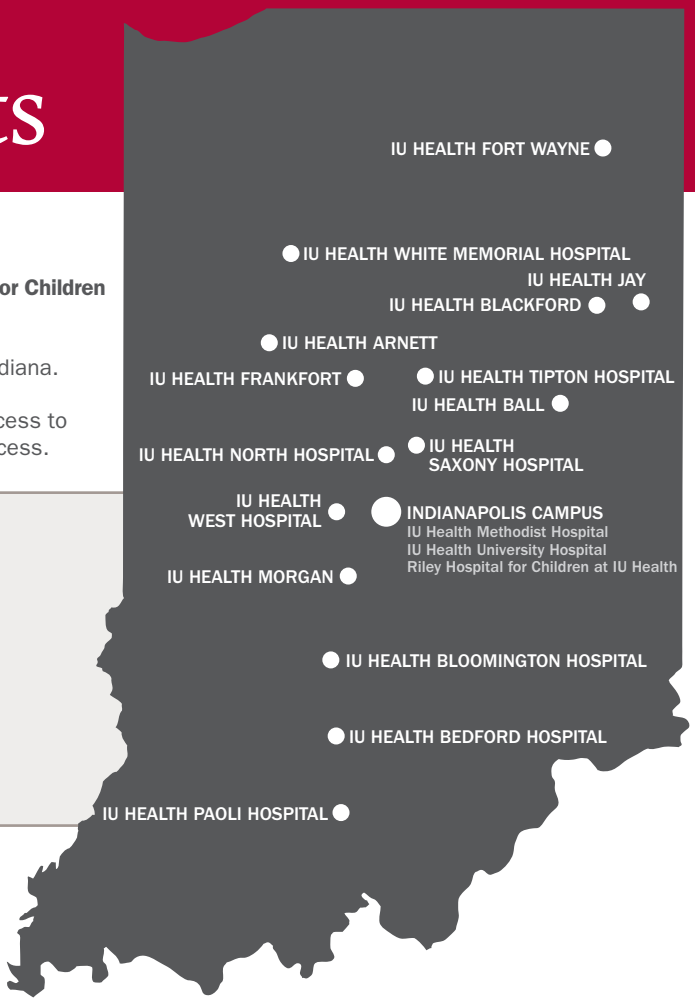
"I have lived in this house and community for 63 years. It is nice to see trees being planted in our neighborhood and I wanted to be sure there was one in front of my house too. Thank you for planting these trees." – *Jerry*



IU HEALTH SERVES
We serve because we care.

Indiana University Health

Regional highlights



Academic Health Center (AHC)

IU Health Methodist Hospital | IU Health University Hospital | Riley Hospital for Children

With **822** volunteers and **43** projects to choose from, team members tracked around **1,639** hours and worked with **10** community organizations in Central Indiana.

Priority community health needs impacted = Neighborhood improvements, Access to Healthcare, Education, Behavioral Health, Accessibility and Food & Nutrition Access.

East Central Region

IU Health Ball | IU Health Blackford
IU Health Primary Care Fort Wayne – North | IU Health Jay

205 team members provided **419** volunteer hours working on projects with **5** community organizations across the region.

Priority community health needs impacted = Social Determinants of Health, Food Insecurity and Healthy Eating.

Indy Suburban Region

IU Health North Hospital
IU Health Saxony Hospital (soon to be IU Health Fishers)
IU Health Tipton Hospital | IU Health West Hospital

522 team members selected from over **15** projects. Volunteers put in over **1,357** hours at **14** different community organizations.

Priority community health needs impacted = Social Determinants of Health, Chronic Disease & Chronic Disease Management (Obesity & Physical Inactivity), Aging Population & Senior Needs, Behavioral Health and Smoking & Exposure to Secondhand Smoke.

South Central Region

IU Health Bloomington Hospital | IU Health Bedford Hospital
IU Health Morgan | IU Health Paoli Hospital

165 team members volunteered **466** hours at **12** different community organizations throughout the region.

Priority community health needs impacted = Access to Healthcare and Neighborhood Improvements.

West Central Region

IU Health Arnett | IU Health Frankfort | IU Health White Memorial Hospital

284 team members volunteered more than **415** hours to **15** different community organizations in Lafayette, Frankfort, and Monticello.

Priority community health needs impacted = Social Determinants of Health (Food Insecurity, Homelessness), Health Education & Navigation, Aging Population & Needs of Seniors, Access to Healthcare Services and Chronic Disease & Chronic Disease Management .










Indiana University Health

We serve because we care.

2023 Community Impact Investment (CII) Fund Summary

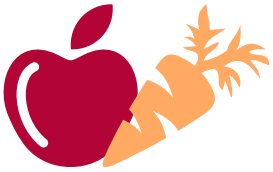
Social determinants of health (SDOH, i.e. the social, economic and environmental factors that impact health and well-being) are common needs identified for the 16 IU Health hospitals in the 2021 Community Health Needs Assessment (CHNA) Reports. IU Health's CII Fund addresses SDOH in the communities we serve to help improve the health of the state of Indiana. The $200 million CII Fund was established in 2018 and is managed by the IU Health Foundation. Working in partnership with community-based organizations, funded projects address SDOH and health disparities impacting marginalized and minoritized groups in the communities IU Health serves.

Place based

Increase availability of **quality housing**,



access to **local amenities** and



healthy food choices to encourage a healthier lifestyle by giving people reasons to **walk** or **bike** in their communities.

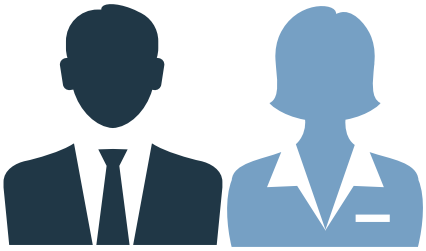


Workforce development

Develop employment/ career tracks for underrepresented communities



to increase the number of adults eligible for **meaningful employment opportunities**.



Educational attainment

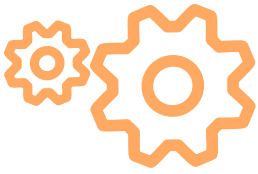
Create access to quality **early childhood education**

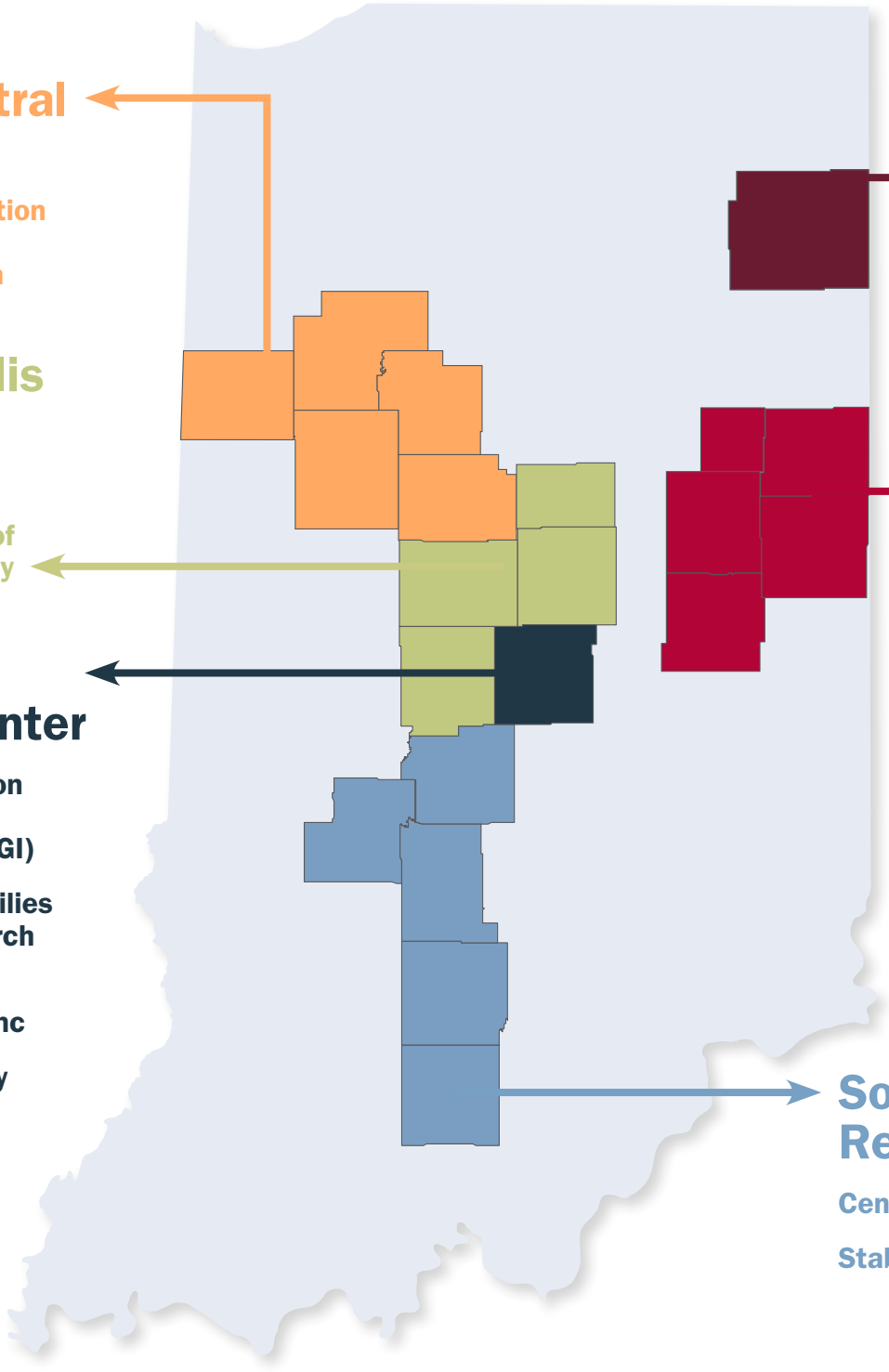


and increase the opportunity for success in K-12, addressing achievement gaps through strategic partnerships



and increasing access to **emerging technologies and innovations**.





West Central Region

Goodwill Foundation of Central and Southern Indiana

Indianapolis Suburban Region

Family Promise of Hendricks County

Academic Health Center

Community Action of Greater Indianapolis (CAGI)

Fathers and Families Resource-Research Center

Intend Indiana, Inc

Martin University

Outreach, Inc

RecyleForce

The Arc of Indiana Foundation

Northeast Region

St. Joseph Community Health Foundation

East Central Region

Marian University

Whitely Community Council

South Central Region

Centerstone

Stability First

Total amount awarded to the community by pillar for 2023				
Pillar	**Place based**	**Workforce development**	**Educational attainment**	**Total**
Amount	$4,911,000	$2,820,500	$1,900,000	$9,631,500
No. of projects	7	4	3	14

If you would like to learn more about the CII Fund and the impact of the individual projects, visit our website: **https://iuhealth.org/in-the-community/community-impact-investment-fund**.

Indiana University Health Arnett

Priority community health needs

- Access to healthcare services
- Behavioral health
- Maternal and infant health and child well-being
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health



Hospital overview

Indiana University Health Arnett in Lafayette, Indiana, is a full-service, 191-bed hospital that includes more than 40 specialties and 23 outpatient clinics. The hospital features an adjacent outpatient surgery center, cancer center and several medical offices serving Greater Lafayette and the surrounding counties. IU Health Arnett is a Magnet-designated hospital recognized by the American Nurses Credentialing Center for demonstrating excellence in nursing services and high-quality clinical outcomes for patients.



Community benefit

$8,759,196	Financial assistance
$30,869,055	Unreimbursed Medicaid
$2,077,339	Community health improvement services
$285,037	Community benefit operations
$2,461,006	Health professions education
$11,504,073	Subsidized health services
$224,073	Research
$303,302	Financial and in-kind contributions

Other investments

$10,117	Community-building activities
$3,190,530	Unreimbursed Medicare
$9,849,617	Bad debt[1]

Total community benefit

$56,483,081

Total community investment

$69,533,345

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

Positive Link supports HIV testing, prevention and health services in Greater Lafayette

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

More than 6,800 Hoosiers are living with HIV, and approximately 500 new cases are diagnosed each year in Indiana. One team working to turn those numbers around is Positive Link, an IU Health service offering free HIV prevention, testing and services for those living with HIV in Indiana.

"Our mission is to work with our communities to end the HIV epidemic in Indiana," says Jill Stowers, director of Positive Link, which operates throughout the state. "We provide services to any individual affected by the disease and to organizations that serve the populations most affected by HIV, including the LGBTQ+ community, the substance abuse community, communities of color and people between the ages of 16 and 26."

Positive Link offers services like rapid result finger-stick antibody testing (for HIV, as well as Hepatitis C and syphilis), pre-exposure prophylaxis (PrEP) for HIV prevention, mental health care, assistance navigating the healthcare system and paying medical bills and so much more. In Greater Lafayette, the Positive Link team serves Tippecanoe and the surrounding counties.

"Each year, we serve around 400 people in the Greater Lafayette area," says Logan Lee, Positive Link health educator in Lafayette, pictured below, left. "We are always looking for new community partner locations where we can offer free onsite testing."

During 2023, the Positive Link team participated in several events in Greater Lafayette, including Outfest, Juneteenth, Tippecanoe Celebration of Recovery and Convoy of Hope, along with numerous events on the Purdue University campus and visits to Tippecanoe County's weekly syringe service and LTHC Homeless Services. Through these events, the team engaged 2,800 individuals and provided testing for more than 150 people—including one whose test was HIV-reactive. An additional 35 people living with Hepatitis C were connected to curative resources. Through these events, Positive Link is able to offer both the clinical and social supports to these communities.

"The most unique feature of our service model is that we are a community-based social service agency that operates within a clinical model," Stowers says. "While many traditional offices may refer patients to social services agencies, we provide those services as our primary objective and integrate them within a medical model to also provide medical care. This holistic approach to serving the whole person keeps clients engaged who may otherwise need to prioritize other issues in their lives."

Another unique feature about Positive Link is that all services are free, and financial assistance is available to offset the costs of any additional medical care clients might need. "It is rare in a healthcare setting, and many people are surprised they are not charged for services," says Stowers.



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Education, workforce training and unemployment
- Maternal and infant health and child well-being
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

Indiana University Health Ball



Hospital overview

Indiana University Health Ball serves Muncie, Indiana, and the surrounding counties. It offers 45 medical specialties, including Primary Care, Orthopedics, Neurology and many more. The Medical Education department is home to three residencies and a research department. IU Health Ball is a Magnet-designated hospital recognized by the American Nurses Credentialing Center for demonstrating excellence in nursing services and high-quality clinical outcomes for patients.



Community benefit

$4,680,767	Financial assistance
$1,146,320	Unreimbursed Medicaid
$2,454,576	Community health improvement services
$81,958	Community benefit operations
$10,233,289	Health professions education
$1,128,842	Subsidized health services
$1,021,417	Research
$434,736	Financial and in-kind contributions

Other investments

$308,990	Community-building activities
$2,391,033	Unreimbursed Medicare
$4,631,012	Bad debt[1]

Total community benefit

$21,181,905

Total community investment

$28,512,940

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

Mobile blood pressure screening at tailgate food distribution offers healthcare on the go

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Cardiovascular experts from IU Health Ball coordinated a blood pressure and hypertension screening on Thursday, February 23, 2023, for some of the most historically underserved populations in the East Central Region. In partnership with Second Harvest Food Bank and other community partners, nearly 160 people received complimentary blood pressure screenings, either directly from their cars or comfortably inside the Muncie Mall.



Team members provided 115 of the free screenings to guests as they waited in their vehicles for the monthly Second Harvest "tailgate" food distribution to begin. Since people typically arrive hours before a distribution starts, teams of IU Health Ball team members walked up and down the lines of cars with portable blood pressure equipment and educational literature. Each participant received a blood pressure card with their measurements, information related to heart health and recommendations for follow-up consultation with a primary care physician to better manage their blood pressure.

IU Health Ball also directed these screenings and health education event at the nearby Whitely neighborhood, a historically Black neighborhood located in northeast Muncie. Research indicates nearly 55% of Black adults experience high blood pressure or hypertension, with men facing a nearly 30% greater risk and Black women a nearly 50% greater risk than their non-Hispanic white counterparts.

"Screening events like these are highly valuable to our community, which has higher rates of diabetes and hypertension resulting from issues with eating enough fresh or healthy food," said Julius Anderson, Whitely community resident and retiree of Ball State University. "The education and awareness this event fosters is both important and appreciated, too."

"Getting folks connected to health services is really important," said Frank Scott, business owner and president of the Whitely neighborhood association. "Screenings create word-of-mouth that encourages people to get out and get checked."

Following the tailgate distribution, IU Health coordinated informational booths from the members of the Healthy Community Alliance of East Central Indiana, a coalition focused on chronic disease prevention. This included Ball State University Healthy Lifestyle Center, Tobacco Free Delaware County Coalition, IU Health Weight Loss Center, Open Door Health Services (FQHC), Meridian Health Services (FQHC), Muncie Family YMCA and Purdue Extension. Forty-four people also received a free blood pressure screening from IU Health at this event. "A positive effect of this event is that we get to talk with and connect with community members we might otherwise not see," said Katrina Riggin, manager of Cardiac Ancillary Services in the IU Health East Central Region.

Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being
- Social determinants of health

Indiana University Health Bedford Hospital



Hospital overview

Indiana University Health Bedford Hospital is a critical access hospital located in Bedford, Indiana. It includes inpatient, outpatient and ambulatory care services, including a 24-hour emergency room and emergency medical services. The hospital provides medical services including primary care, general surgery, orthopedics and gynecology. IU Health Bedford Hospital is a Joint Commission approved rural healthcare facility.



Community benefit

$873,059	Financial assistance
$4,968,211	Unreimbursed Medicaid
$330,473	Community health improvement services
$252,337	Health professions education
$4,255	Financial and in-kind contributions

Other investments

$926	Community-building activities
$153,460	Unreimbursed Medicare
$1,521,547	Bad debt[1]

Total community benefit

$6,428,335

Total community investment

$8,104,268

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health Bedford Hospital helps remove barriers to smoking cessation in rural communities

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

IU Health Bedford Hospital is a modern, rural health facility that serves as a critical access hospital in South Central Indiana. When the only other hospital in the county closed in 2022, IU Health Bedford Hospital not only took on increased emergency room, inpatient and outpatient needs, but IU Health also expanded partnerships in the community to reduce tobacco use and rates of hypertension in the region.

In January 2023, the respiratory therapy department at IU Health Bedford Hospital began offering "Beat Tobacco" classes for the community. Partnering with the IU Health Community Health team, respiratory therapists offered smoking cessation support and nicotine replacement therapy for those who attended classes.

The team also began offering smoking cessation classes at local shelters, bringing resources to those who face barriers to accessing care. The idea was born from ongoing relationships between providers and the shelter, where they visit to perform blood pressure screenings, council people on their health needs and help clients access care. Not only was the team able to help people with tobacco cessation, but they were also able to address social needs that had become barriers to quitting smoking and help support hypertension control, such as accessing medications and healthy foods. One of the Lawrence County shelters that hosted programming was a women's shelter called Becky's place.

"Becky's Place was blessed to have IU Health host smoking cessation classes on site," said Ginny Fullen, volunteer coordinator at Becky's Place. "Due to fluctuations in schedules, many of the residents cannot attend classes elsewhere, so having the classes come to them helps."



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

Indiana University Health Blackford



Hospital overview

Indiana University Health Blackford, located in Hartford City, Indiana, is a wellness-focused facility, dedicated to delivering exceptional healthcare to the residents of Blackford County. This facility offers a retail pharmacy, radiology, laboratory, rehabilitation, primary care, Healthy Beginnings and a specialty clinic. IU Health Blackford focuses on providing care in a familiar, community atmosphere."



Community benefit

$212,355	Financial assistance
$3,470,892	Unreimbursed Medicaid
$166,110	Community health improvement services
$1,960	Community benefit operations
$35,044	Health professions education
$749	Financial and in-kind contributions

Other investments

$9,693	Community-building activities
$(48,929)	Unreimbursed Medicare[1]
$671,092	Bad debt[2]

Total community benefit

$3,887,110

Total community investment

$4,518,966

[1] As a critical access hospital, IU Health Blackford is reimbursed by Medicare at a rate of 101% of Medicare's share of its allowable cost in order to ensure access to care in rural communities.

[2] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health promotes health, wellness and medical careers at Blackford High School

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Obesity is on the rise among children and adolescents in the United States, according to the Center for Disease Control and Prevention (CDC). Obesity can lead to serious health issues, such as asthma, sleep apnea, joint problems, hypertension, hypercholesterolemia, low self-esteem and depression. Children with obesity are also five times more likely to be obese in adulthood, which can lead to long-term effects on health and longevity.

To help educate local kids, IU Health participated in the Blackford High School Health Fair in early 2023. This health and wellness event included education around topics like nutrition and promoted local healthcare services. More than 400 students, staff, families and community members attended the health fair at the school, which hosted more than 40 resource booths from local community groups and organizations, such as Purdue Extension, Tobacco Coalition, Meridian Health Services and more.

The IU Health booth offered free blood pressure checks along with information on how to live a healthy lifestyle and improve overall health. Representatives from IU Health also discussed the wide range of healthcare positions available with students interested in pursuing a healthcare career and students who are undecided about their future career plans.

“We really appreciate IU Health joining us at Blackford High School’s Health Fair and Exploration Into Work events,” said Rachael Hiatt, Strategic Initiatives Manager at Eastern Indiana Works. “IU Health’s presence helped us achieve our goal to provide health and wellness information and give students the opportunity to learn more about in-demand careers in Indiana.”



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

Indiana University Health Bloomington Hospital



Hospital overview

Indiana University Health Bloomington Hospital serves patients in Bloomington, Indiana, and the surrounding counties. It offers a comprehensive array of inpatient and outpatient healthcare services covering a multitude of specialties. The hospital has a focus on innovation and excellence in care, education and research. IU Health Bloomington Hospital is a Magnet-designated hospital recognized by the American Nurses Credentialing Center for demonstrating excellence in nursing services and high-quality clinical outcomes for patients. A highlight of 2021 was moving into the new Regional Academic Health Center. Despite a pandemic, the organization was able to continue with this once-in-a-lifetime opportunity that allows for the Indiana University and IU Health partnership to work under one roof giving our community access to cutting-edge medical education including medicine, nursing, social work and speech and hearing, as well as state-of-the-art hospital care.



Community benefit

$7,543,917	Financial assistance
$22,836,705	Unreimbursed Medicaid
$1,772,049	Community health improvement services
$5,596	Community benefit operations
$830,531	Health professions education
$10,692,733	Subsidized health services

Other investments

$42,466	Community-building activities
$28,009,161	Unreimbursed Medicare
$7,545,485	Bad debt[1]

Total community benefit

$43,681,531

Total community investment

$79,278,643

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health Bloomington Hospital removes barriers to care with free screenings, immunizations and blood pressure monitors

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

In its mission to improve the health of patients and the community through innovation and excellence in care, education, research and service, IU Health Bloomington Hospital is improving access to care through free community wellness screenings.

In 2023, the IU Health Community Health team in Bloomington provided free screenings for blood pressure and diabetes, cholesterol checks and immunizations at 86 different community outreach events. Those outreach locations included local shelters, festivals, senior centers, food pantries, rural communities and convenient places to reach people who have a more difficult time accessing care.

One event was a wellness outreach at the Boys and Girls Clubs of Bloomington, where the IU Health team offered blood pressure screenings and vaccinations.

"I had a customer with high blood pressure. This gentleman had a primary care provider who prescribed medications and daily blood pressure monitoring, but he did not have the finances to purchase a monitor and had no other means to monitor his blood pressure," said Vicki Vaught, Community Health RN for the IU Health South Central Region. "We were able to give this gentleman a cuff and show him how to monitor his blood pressure at home. He had tears in his eyes when he said, 'You mean, I can have this? For free?' This is why I truly love doing community outreach."



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Health education and navigation
- Social determinants of health

Indiana University Health Frankfort



Hospital overview

Indiana University Health Frankfort is a critical access hospital in Frankfort, Indiana, serving the residents of Clinton County by providing a full range of healthcare services including emergency medicine, surgery, cardiovascular care, respiratory care and a sleep lab. IU Health Frankfort is a Pathway to Excellence designated facility.



Community benefit

$628,490	Financial assistance
$3,877,897	Unreimbursed Medicaid
$426,297	Community health improvement services

Other investments

$(36,802)	Unreimbursed Medicare[1]
$1,056,417	Bad debt[2]

Total community benefit

$4,932,684

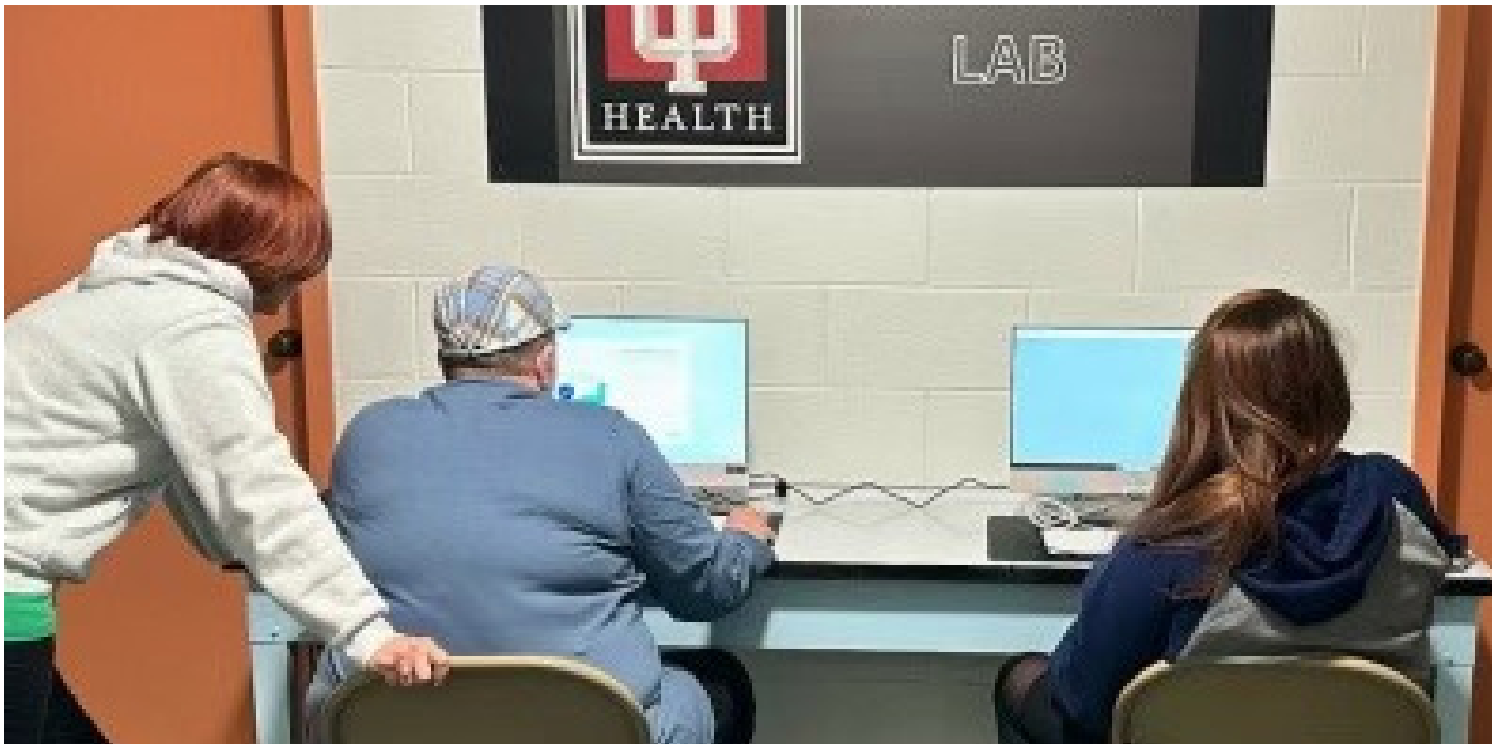
Total community investment

$5,952,299

[1] As a critical access hospital, IU Health Frankfort is reimbursed by Medicare at a rate of 101% of Medicare's share of its allowable cost in order to ensure access to care in rural communities.
[2] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health partners to support recovery services in Clinton County

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.



The road to recovery can be bumpy, but it helps to have a strong support system for guidance. In 2023, the Healthy Communities of Clinton County Coalition opened the Trinity Hope Recovery Activity Center to provide community recovery support for people experiencing addiction. This includes peer recovery services, support groups, systems of care navigation, evidence-based programming and pro-social activities.

IU Health's Community Outreach and Engagement committee awarded a grant to Healthy Communities to purchase equipment for a computer lab at the Trinity Hope Activity Center to help clients navigate a smooth path forward in their lives.

"This computer lab is vital to help our clients living in recovery," says Chris Ward, director of recovery services at Healthy Communities. "Our clients are learning basic computer skills. The computers are used for things such as resumé building and applying for jobs. It was vital for individuals to have computer access during our expungement workshop."

In addition to funding the computer lab, IU Health Frankfort sponsored events like the Stepping on Stigma 5K, Family Resource Night Carnival and the annual Catching Our Recovery Family Fishing Event. These events help build awareness, break down stigma and provide safe, sober and family-friendly activities. More than 275 people attended these events.

"IU Health isn't just a funding source," says Lorra Archibald, executive director of Healthy Communities. "They are an active member of our coalition, who attend the sponsored events and plan community service projects alongside our recovery community."

A favorite joint activity was when IU Health team members worked alongside recoverees at a mobile food pantry.

"It was so refreshing to volunteer beside highly respected members of our community who smiled and talked with our recoverees," Ward says. "There were no feelings of judgment—just feelings of gratitude of being able to give back. IU Health team members may not see it as a big deal, but being accepted and respected meant a lot to our people in recovery."

Healthy Communities and IU Health Frankfort continue to explore expanding partnerships, including coordinating point-of-care access for individuals with substance use disorder. It's vital in recovery for patients to have a warm network of local people to help coordinate care for their disease. It's another reason community partnerships like this are so important.

Indiana University Health Academic Health Center

Priority community health needs

- Access to healthcare services
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being[1]
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

[1]Maternal and infant health and child well-being is a priority community health need for Riley Hospital for Children at IU Health, but not for IU Health Methodist Hospital or IU Health University Hospital



Hospital overview

The downtown Indianapolis campus of Indiana University Health is comprised of IU Health Methodist Hospital, IU Health University Hospital, Riley Hospital for Children at IU Health and IU Health Morgan. The hospitals provide high-acuity care across an array of specialties. IU Health Methodist Hospital, IU Health University Hospital and Riley Hospital for Children at IU Health are Magnet-designated facilities recognized by the American Nurses Credentialing Center for demonstrating excellence in nursing services and high-quality clinical outcomes for patients. IU Health Saxony Hospital is a community hospital located in Fishers, Indiana, with inpatient, outpatient and emergency medical services. The hospital offers multiple specialties, with a focus on cardiovascular and orthopedic surgeries. IU Health Saxony Hospital is a Pathway to Excellence designated facility.



Community benefit

$60,721,713	Financial assistance
$499,410,109	Unreimbursed Medicaid
$27,362,951	Community health improvement services
$1,157,236	Community benefit operations
$60,830,692	Health professions education
$9,557,093	Subsidized health services
$5,999,786	Financial and in-kind contributions

Other investments

$1,999,291	Community-building activities
$78,614,341	Unreimbursed Medicare
$39,077,222	Bad debt[1]

Total community benefit

$665,039,580

Total community investment

$784,730,434

[1]The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health improves access to hypertension care in three Indianapolis neighborhoods with high risk for disease

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

About 55% of Black adults have high pressure, according to the American Heart Association. This means Black people experience more severe hypertension that develops earlier in life when compared to other groups. Blood pressure can be affected by non-medical factors, like having access to medical care and healthy food options.

To ensure everyone in a community has what they need to be healthy and enjoy life means working with diverse groups to address health issues that directly impact them. IU Health is excited to be a part of a solution bringing together diverse partners to screen, refer and treat residents for hypertension in three Indianapolis communities: Meadows/Martindale-Brightwood, the United Northwest Area/Riverside and the Near Southeast Side. Economic and population changes through the years have left these areas with limited healthcare resources. As a result, these mostly Black neighborhoods have higher rates of cardiovascular health disease when compared to other areas in Indianapolis.

One way to reduce barriers to care is by helping residents learn more about their health at a time and place that is convenient for them. The IU Health-led initiative, Indianapolis Health Equity, Access, outReach and Treatment (iHEART), offers residents free blood pressure, cholesterol and diabetes screenings at barbershops, local places of worship and community events. iHEART also offers education about managing blood pressure and connects residents with other resources like food, housing, utilities and prescription medication costs.

In 2023, six iHEART community health workers and other IU Health team members helped residents in the three neighborhoods to bridge healthcare gaps by identifying residents' social and medical needs and then directing them to resources and treatment. IU Health joined 91 community events hosted by 82 different community organizations including the Indianapolis Urban League, Master's Touch barbershop at New Direction Church and All in The Wrists Barbershop. Outreach at these events screened a total of 1,897 people for hypertension.

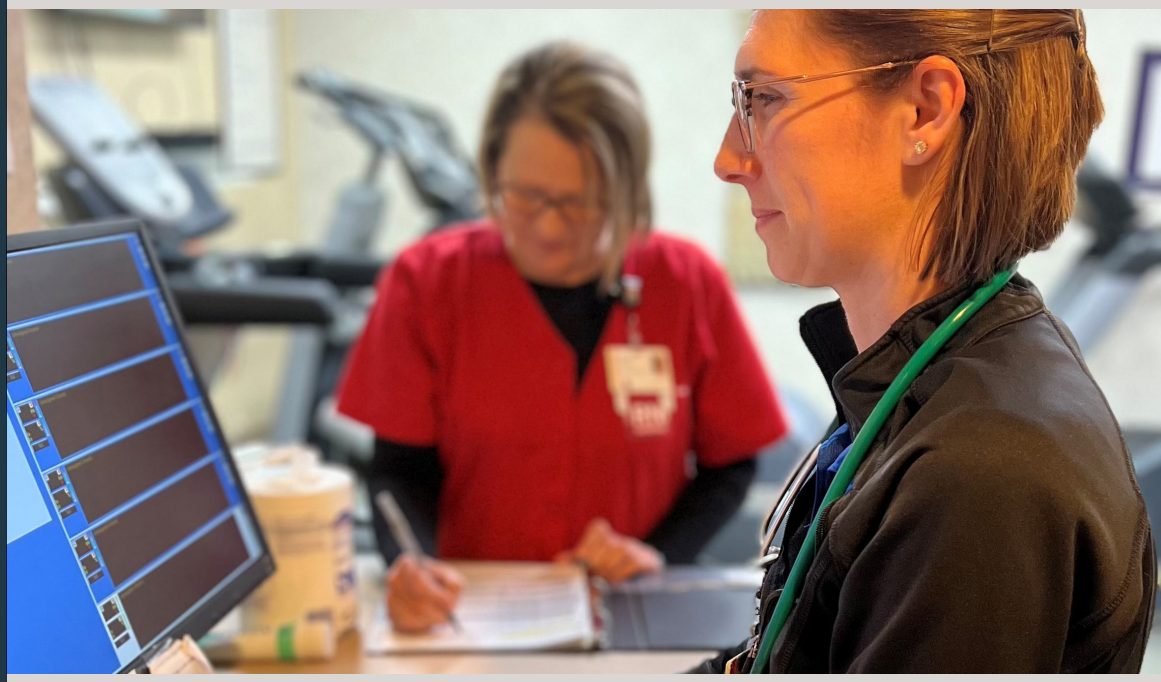
"The community members have been very receptive to IU Health's presence at the food pantry. Multiple community members had their blood pressure checked to identify any issues and potentially catch serious complications before they become more severe or irreversible," said Anmol Masih, program director at Brightwood Community Center. "One iHeart participant used the services and found a complication they would not have known about otherwise. It is very common in minority populations to be wary of doctors and health professionals, and this format adds a layer of trust and sheds a layer of fear that would otherwise be present."



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

Indiana University Health Jay



Hospital overview

Indiana University Health Jay is a 21-bed, critical access hospital located in Portland, Indiana, that serves the residents of Jay County. IU Health Jay provides a full range of inpatient services, outpatient surgeries and emergency medical services. Specialties offered at IU Health Jay include neurology and cancer care. The Healthy Beginnings Program assists mothers through pregnancy and parenthood. IU Health Jay is a Joint Commission approved rural healthcare facility.



Community benefit

$628,648	Financial assistance
$2,982,712	Unreimbursed Medicaid
$490,996	Community health improvement services
$18,184	Community benefit operations
$48,324	Health professions education
$111,695	Subsidized health services
$5,161	Financial and in-kind contributions

Other investments

$20,577	Community-building activities
$10,848	Unreimbursed Medicare
$1,262,243	Bad debt[1]

Total community benefit

$4,285,720

Total community investment

$5,579,388

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

Bringing healthcare to the workplace and the community in Jay County

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Over the past year, the IU Health system including the East Central Region, has been expanding our presence in the communities we serve to support our mission of improving the health of all Hoosiers. There's a specific focus on reaching rural communities, who often face similar barriers to healthy lifestyles, such as transportation, food insecurity and access to healthcare.

This work is well underway in Jay County, where IU Health team members joined community outreach events to provide blood pressure checks and hand grip assessments. They also provided information on food resources, behavioral health services and other wellness topics and local services. In Jay County, these events included a wellness event focused on Hispanic residents, food distribution tailgates and the LIFT Women's Event for professional networking.

In 2023, the IU Health Jay team also reached community members through employee health fairs at MSSL Wiring and Tyson Foods in Portland.

"IU Health was a welcome addition to our Health & Safety Fair. The staff was very helpful and informative, offering resources on everything from dieting to smoking cessation," stated Diane Friend of Tyson Foods human resources. "They also assisted our team members with keeping their health in check by monitoring blood pressure and sugar levels. The prize wheel was an added benefit."

In addition to blood pressure and grip strength checks at these events, IU Health also passed out fresh fruit and information on various wellness topics, including food, nutrition, high blood pressure and local healthcare services. More than 100 team members stopped by the booths at each location.

"We are excited for our team to go out into the community to reach the employees at local businesses," stated Christina Schemenaur, IU Health Jay vice president and chief operating officer. "Providing health and wellness information at work can make it easy and convenient for those people to access this information. Hopefully, we can partner with more businesses in the future."



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

Indiana University Health North Hospital



Hospital overview

Indiana University Health North Hospital, located in Carmel, Indiana, is a full-service hospital that provides inpatient and outpatient care for residents of Hamilton County and beyond. The hospital's services include cardiovascular, orthopedic and maternity care, comprehensive cancer care at the IU Health Joe & Shelly Schwarz Cancer Center, world-class pediatric services at Riley Hospital for Children at IU Health North and more. IU Health North Hospital is a Magnet-designated facility recognized for excellence in nursing services and high-quality clinical services.



Community benefit

$2,367,979	Financial assistance
$17,139,738	Unreimbursed Medicaid
$555,895	Community health improvement services
$76,922	Community benefit operations
$647,828	Health professions education
$114,247	Financial and in-kind contributions

Other investments

$4,923	Community-building activities
$14,419,164	Unreimbursed Medicare
$3,146,289	Bad debt[1]

Total community benefit

$20,902,609

Total community investment

$38,472,985

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health North Hospital dedicates healthcare outreach to minorities in Hamilton County

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

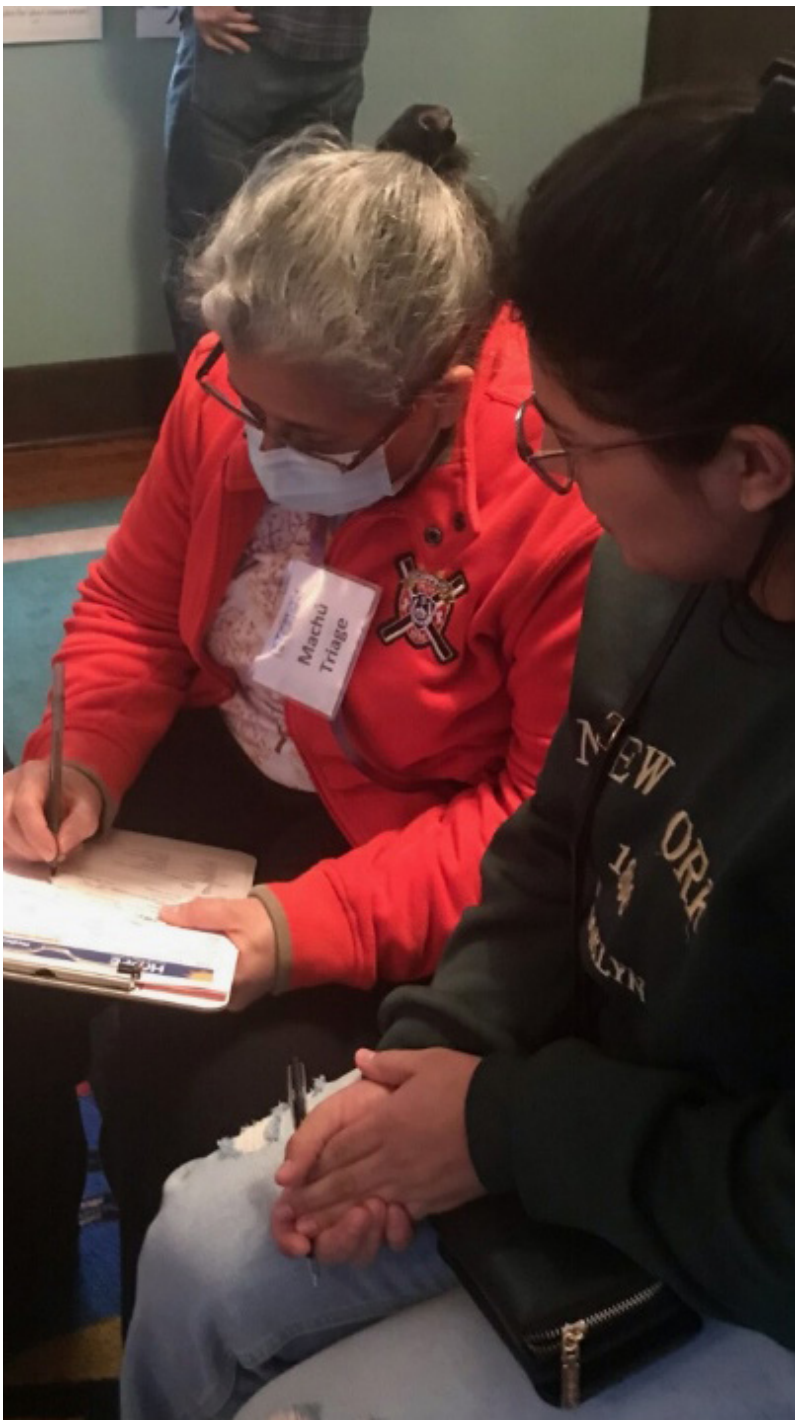
Achieving health equity and reducing health disparities is imperative to ensure that everyone in our community can live the healthiest life possible. IU Health North Hospital is working to streamline efforts toward more equitable healthcare. In 2023, IU Health North Hospital engaged several partnerships to increase access to healthcare and address chronic diseases, particularly among minority populations in Hamilton County.

One of these partnerships is IU Health North Hospital's collaboration with Eastern Star Church of Fishers. The Community Outreach team worked with Eastern Star to identify areas of need and focused on a community who was at-risk for flu and COVID-19, but had not yet been vaccinated. The hospital partnered with Eastern Star to facilitate a vaccine clinic that resulted in 60 immunizations plus education on vaccine safety and efficacy. Vaccine hesitancy has historically been prominent and it's crucial to share the benefits of vaccination whenever possible to build trust and awareness.

IU Health North Hospital also partnered with Heart & Soul Free Clinic (H&S) in Westfield and HOPE Family Care Center in Cicero to expand language interpretation services and provide access to free women's health services, including mammograms, pap smears, diabetes education, behavioral health, acute care, and more.

More than 80% of the clinics' patients live below the poverty level and rely on HOPE and H&S for their healthcare. The demand is quickly rising, primarily among the county's Spanish-speaking families, who make up a third of HOPE's population and 72% of H&S' patients. Most of these families are headed by single mothers who manage households while living in a foreign country where they do not speak the predominant language. To meet the growing demand, IU Health North Hospital provided a $5,000 grant to H&S to offer free translation services for the 78% of their patients who do not speak English. IU Health also provided a $6,000 grant to HOPE to fund 680 free women's visits last year, which is a 25% increase from 2022.

"When you leave your homeland, the first thing you leave behind is hope," said one patient. "When my son and I arrived in Cicero, we were greatly concerned about our health. You might have lost faith that things can be better, can be fair, can be safe. Then came HOPE Family Care Center to bring a sense of hopefulness back into our lives."



Priority community health needs

- Access to healthcare services
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

Indiana University Health Paoli Hospital



Hospital overview

Indiana University Health Paoli Hospital is a critical access facility in Paoli, Indiana, serving the residents of Orange County and the surrounding area. IU Health Paoli Hospital offers emergency medical services, sports medicine and heart and vascular care, along with obstetrics services, inpatient rehabilitation, speech therapy and outpatient surgery and is a Pathway to Excellence designated facility.



Community benefit

$306,455	Financial assistance
$621,892	Unreimbursed Medicaid
$387,516	Community health improvement services
$15,994	Health professions education
$349,149	Subsidized health services
$148	Financial and in-kind contributions

Other investments

$131,336	Unreimbursed Medicare
$795,278	Bad debt[1]

Total community benefit

$1,681,154

Total community investment

$2,607,768

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health Paoli Hospital helps rural communities access maternal care with Community Baby Shower

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

IU Health Paoli Hospital specializes in rural, community-based services. A delivering hospital, IU Health Paoli provides critical rural access to pregnant people in this region. In September 2023, the IU Health team and community partners hosted a free Community Baby Shower to help rural residents access care, learn about resources and receive medical screening and supplies.

Twenty community partner organizations joined IU Health to serve the community at the event. Attendees had their blood pressure checked, and those who needed a home blood pressure monitor received one. Eleven families learned about safe sleep practices and received a free pack-and-play if they did not have a safe bed for their babies. The IU Health team inspected 18 car seats, offering education to parents about safe car seat installation and giving away nine new car seats to those who did not already have one. Participants in the baby shower could sign up for community services, such as Women, Infants, and Children (WIC), and receive information about food pantries and other supports.

This event served 57 participants in a very rural area with barriers to accessing healthcare. This baby shower helped the hospital reach the community with hypertension management and support for infant and maternal health.

"IU Health Paoli Hospital is a hidden gem, I think, for a delivering facility. It's a beautiful, lovely little facility, and they provide great care down here," said Whitney Zapien, BSN, RN Clinical Manager-Obstetrics Pathway to Excellence Coordinator. "We need to get that word out about this hospital, which focuses on the family and strives to keep mothers and babies together. Safe mom, safe baby. We want everybody to have a great experience."



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being
- Social determinants of health

Indiana University Health Tipton Hospital



Hospital overview

Indiana University Health Tipton Hospital is an acute care hospital located in Tipton, Indiana, that has provided patient-centered care to residents of Tipton County for more than 70 years. It offers personalized care and a range of medical specialties and services. IU Health Tipton Hospital is a Pathway to Excellence designated facility.



Community benefit

$266,450	Financial assistance
$4,835,181	Unreimbursed Medicaid
$255,049	Community health improvement services
$117,844	Community benefit operations
$297,664	Health professions education
$264,455	Subsidized health services
$110,012	Financial and in-kind contributions

Other investments

$5,500	Community-building activities
$85,853	Unreimbursed Medicare
$745,877	Bad debt[1]

Total community benefit

$6,146,655

Total community investment

$6,983,885

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health Tipton Hospital creates a one-stop-shop for residents at annual Community Health Fair

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

IU Health Tipton Hospital is committed to improving the lives of community members by offering programs that lead to better health. In May 2023, the annual family health fair offered a variety of free screenings, community resources and general health education. Hospital service line team members helped visitors learn more about the hospital's services and tips for staying healthy. They also offered visitors:

- A blood draw to measure glucose, A1C and cholesterol levels
- Screenings for blood pressure, oxygen saturation levels and pulmonary function
- Balance and fall assessments
- Sleep disorders screening
- Head and neck cancer screenings

These screenings were offered at no cost to approximately 80 community members. Visitors also had the opportunity to learn about local resources by visiting booths staffed by not-for-profit agencies.

Seniors make up a large portion of Tipton's population, and while the health fair is open to all community members, the majority of attendees were older adults. By participating with other local not-for-profit agencies to share their resources and services, IU Health and community agencies created a one-stop-shop to support community health.

A total of 301 free screenings were provided at the health fair in 2023, and patients with abnormal screening results received additional resources and recommendations to follow up with their primary care physicians. IU Health received extremely positive feedback about the health fair from both community members and participating community partners. Residents expressed their thanks for the free screenings and health services and were grateful that IU Health Tipton Hospital had revived the event after the pandemic.



Priority community health needs

- Access to healthcare services
- Aging population and needs of seniors
- Behavioral health
- Chronic disease and chronic disease management
- Maternal and infant health and child well-being
- Smoking, tobacco use and exposure to secondhand smoke
- Social determinants of health

Indiana University Health West Hospital



Hospital overview

Indiana University Health West Hospital is a 173-bed facility located in Avon, Indiana, providing inpatient and outpatient services to the residents of Hendricks County and beyond, including specialty care in cancer, cardiology, orthopedics and more. IU Health West Hospital is a Magnet-designated hospital recognized by the American Nurses Credentialing Center for demonstrating excellence in nursing services and high-quality clinical outcomes for patients.



Community benefit

$3,644,824	Financial assistance
$9,865,004	Unreimbursed Medicaid
$1,093,603	Community health improvement services
$120,514	Community benefit operations
$326,751	Health professions education
$1,066,886	Subsidized health services
$180,908	Financial and in-kind contributions

Other investments

$1,449	Community-building activities
$9,632,506	Unreimbursed Medicare
$4,024,935	Bad debt[1]

Total community benefit

$16,298,490

Total community investment

$29,957,380

[1] The amount of bad debt represents unpaid patient expenses reported at cost.

IU Health West Hospital helps residents lose weight and get healthy through Free Fresh & Fit Program

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

IU Health West Hospital has taken a proactive approach to address obesity, physical inactivity and hypertension among residents in Hendricks County by creating Fresh & Fit, a 10-week fitness and nutrition program helping participants develop healthier lifestyles. With an investment of over $15,000, IU Health West Hospital selected 50 participants from over 500 applicants to participate in this free health initiative.

The Fresh & Fit program is a comprehensive approach to wellness that includes engaging workouts, nutrition guidance, health screenings and ongoing motivation. Through an app, participants receive daily lessons on topics like stress management and the importance of hydration. They also engage in virtual workouts four to five times a week with trainers from local gym R3 Fitness and they follow the Mediterranean diet. Participants also visit the hospital for health screenings before and after completing the program to measure blood pressure, weight, cholesterol levels, glucose levels and A1C. They receive a home-use blood pressure machine to monitor their blood pressure weekly and record it in the app.

The program also emphasizes community support and interaction among participants. Through the app, they can connect with others in the group, share recipes, ask questions and discuss challenges and successes. Participants can even meet in person to share their progress and connect with those they have only interacted with online.

The 42 participants who completed the program collectively lost over 237 pounds, averaging around six pounds per person. Additionally, 79% of participants experienced a reduction in their blood pressure. In a post-program survey, all respondents expressed their commitment to maintaining a fitness and nutrition regimen after completing the program.

Participants like Mellissa Young-Guillaume have seen significant improvements in their health and well-being through the program.

“This program has really helped me in so many ways,” Melissa said. “I lost 22 pounds and greatly improved all my lab numbers. I also have the lowest blood pressure I have ever had and the lowest cholesterol since I was in my 20s.”

The Fresh & Fit program at IU Health West Hospital is making a positive impact on the health and lives of Hendricks County residents. By combining fitness, nutrition, education and community support, it is empowering individuals to make lasting changes for a healthier future.



Priority community health needs

- Access to healthcare services
- Behavioral health
- Maternal and infant health and child well-being
- Social determinants of health

Indiana University Health White Memorial Hospital



Hospital overview

Indiana University Health White Memorial Hospital is a critical access hospital located in Monticello, Indiana, and serves the residents of White County and the surrounding area. It offers a comprehensive array of inpatient and outpatient healthcare services, including specialties such as cancer care, orthopedics and neurology. IU Health White Memorial Hospital is a Pathway to Excellence designated facility.



Community benefit

$519,364	Financial assistance
$2,916,240	Unreimbursed Medicaid
$534,265	Community health improvement services
$5,000	Health professions education
$15,413	Financial and in-kind contributions

Other investments

$1,893	Community-building activities
$(167,095)	Unreimbursed Medicare[1]
$843,306	Bad debt[2]

Total community benefit

$3,990,282

Total community investment

$4,668,386

[1] As a critical access hospital, IU Health White Memorial Hospital is reimbursed by Medicare at a rate of 101% of Medicare's share of its allowable cost in order to ensure access to care in rural communities.

[2] The amount of bad debt represents unpaid patient expenses reported at cost.

Center of Hope offers specialized care for victims of abuse at IU Health hospitals

Goal: Promote and protect the health and well-being of mothers, infants and children.

"It is the most rewarding work I have done in my 20 years as a nurse."

This is how Megan Shupe, MSN, RN, CEN, SANE-A, pictured below, describes her work with the Center of Hope. "Patients are grateful. It is just a different experience than I have had in nursing."

The Center of Hope program launched in 2018 at IU Health Arnett, thanks to Shupe's dedication and persistence. With grant funding, the program expanded to IU Health Frankfort and IU Health White Memorial hospitals in 2020. The Center of Hope offers anyone who has experienced sexual assault, domestic violence and child abuse a safe space to receive trauma-informed treatment and private care from a compassionate, highly qualified forensic nurse using specialized equipment.



Shupe's passion stems from her personal experiences with violence, as a survivor of childhood sexual abuse and a witness to repeated episodes of severe domestic violence. She believes in serving a community need.

"There is a state and local gap in coverage," Shupe says. "A victim often has to be transferred to another hospital to receive care, and that hospital may be more than an hour away."

Sexual assault and domestic violence can happen to anyone. According to the Centers for Disease Control and Prevention (CDC):

- One in three women and one in four men have been a victim of domestic violence in their lifetime
- More than half of women and one in three men have been a victim of sexual violence in their lifetimes
- One in seven children has been the victim of abuse or neglect
- Domestic violence occurs across the world and affects people at all economic levels

Ideally, the Center of Hope would be fully staffed with a forensic nurse who is trained to see the signs and understand the victim perspective available 24/7 in the emergency departments, versus a forensic nurse on call. Currently, the flow of patients is sporadic, with an average of one patient a week. Shupe says she knows they're missing patients by not having a full-time forensic nurse in the emergency departments.

"The goal is to meet the person where they present, when they present," Shupe says. "Domestic violence and sexual assault victims face so many obstacles in the justice system. Statistics show us that if treated at a Center of Hope, they are less likely to have PTSD or suicidal ideation. Victims deserve care and attention from a special group of professionals who are ready to help in their time of need. There are endless opportunities to truly make a difference in forensic nursing."

Indiana University Health invites community members to review the community health needs assessments and provide comments to communitybenefit@iuhealth.org.

For a full, detailed listing of each IU Health implementation strategy, visit: **iuhealth.org/in-the-community/community-benefit**.

Indiana University Health

Arnett 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Create a pipeline, targeting youth and adults, for future healthcare leaders to access local opportunities.	
Strategy	**Evaluation mechanism**
▪ Establish partnerships and formal programs with 7-12 schools to increase student exposure to healthcare options. ▪ Identify a new model of care and establish a recruitment plan to fill in the nursing gaps in the community.	▪ Increase the number of high school students who find interest in healthcare education/career. ▪ Reduce nursing vacancy and turnover.
Annual budget and time frame	
Estimated budget: $80,000 annually (regional budget). Additional resources include staff time to coordinate pipeline initiative. Anticipated impact as of December 31, 2024.	

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and who understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Offer community Emergency Medical Technician (EMT) classes.	
Strategy	**Evaluation mechanism**
▪ Provide EMT curriculum instruction to high school students at Greater Lafayette Career Academy. ▪ Provide EMT curriculum instruction to community members.	▪ Increase the understanding of EMT curriculum. ▪ Increase interest in healthcare careers.
Annual budget and time frame	
Estimate budget: Additional resources Include staff time and equipment. Anticipated impact as of December 31, 2024.	

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide training for clinical staff in primary care ▪ Determine if a patient has an urgent need (e.g., life threatening event, abuse, neglect or social need threatening the welfare of the patient) that should be addressed immediately.	▪ Virtual urgent consults available to all primary care practices for adult and pediatric populations. ▪ Maintain virtual and embedded social workers within IU Health primary care clinics to assist people struggling with social needs.
Annual budget and time frame	
Estimated budget: $1.1 million annually for IU Health (system). Additional resources include staff time to support Integrated Social Work workflow. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Support community access to strategies to prevent opioid overdose in the community.	
Strategy	**Evaluation mechanism**
▪ Provide medication-assisted treatment (MAT) to local community. ▪ Distribute naloxone to community.	▪ Increase access to MAT for patients seeking recovery. ▪ Increase access to naloxone.
Annual budget and time frame	
Estimated budget: $500 annually. Additional resources include staff time and clinic space. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Virtual Care Peer Recovery Coaching (PRC) Program (provides patients with substance use concerns virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients with substance use problems who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Develop hospital and community infrastructure for crisis care to support community members with behavioral health concerns.	
Strategy	**Evaluation mechanism**
▪ Coordinate West Central Region (WCR)[1] Opioid Stewardship Committee. ▪ Provide opioid prescribing education to providers.	▪ Decrease opioid dependency and overdoses in the community. ▪ Create a system approach to effectively prevent behavioral health crisis or reduce acute symptoms of illness.
Annual budget and time frame	
Estimated budget: $130,000 annually. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients receiving behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Provide comprehensive suicide prevention through the Zero Suicide Initiative.	
Strategy	**Evaluation mechanism**
▪ Rollout initiative at hospital in first quarter 2022. ▪ Eligible patients (25+ years old) will be assessed using evidence-based assessment for suicide ideation.	▪ Reduce patients' return to the ED for a mental health crisis. ▪ Increase number of team members educated on the Zero Suicide framework.
Annual budget and time frame	
Estimated budget: $398,000 annually for IU Health (system). Additional resources include staff time to coordinate the initiative. Anticipated impact as of December 31, 2024.	

[1] *IU Health's West Central Region includes the hospitals IU Health Arnett, Frankfort and White Memorial.*

Initiative: Further implement Virtual Behavioral Health Pediatric Crisis Therapy Program.	
Strategy	**Evaluation mechanism**
▪ Provide behavioral health skill training for team members. ▪ Provide individual and family therapy using evidence-based practices.	▪ Improve the availability of comprehensive pediatric behavioral health services in various clinical settings. ▪ Increase trainings for team members.
Annual budget and time frame	
Estimated budget: $9.9 annually million for IU Health (system) (includes other behavioral services too). Additional resources include staff time to coordinate program; virtual care technology; and training staff. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Deliver maternal and infant health support groups and education opportunities to community.	
Strategy	**Evaluation mechanism**
▪ Coordinate regional child safety seat distribution and education. ▪ Provide free child car safety seats to families in the West Central Region who are experiencing financial hardship.	▪ Distribute an average 100 car seats per month between January 2022 and December 2024. ▪ Ensure car seats are installed correctly for newborns leaving the hospital.
Annual budget and time frame	
Estimated budget: $500 annually. Additional resources include staff time and staff travel. Anticipated impact as of December 31, 2024.	

Initiative: Provide onsite and local access to programs and services for new families and victims of sexual assault.	
Strategy	**Evaluation mechanism**
▪ Provide office location within IU Health Arnett Mother-Baby unit for Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) coordinator to meet with new parents. ▪ Provide nutrition and health screenings, assessments and breastfeeding support.	▪ Increase number of qualifying families that apply for WIC support. ▪ Increase breastfeeding rates to have healthier babies in our community.
Annual budget and time frame	
Estimated budget: Approximately $282,000 for White/Carroll County WIC and $80,000 for Center of Hope (regional budget) annually. Additional resources include hospital space. Anticipated impact as of December 31, 2024.	

Initiative: Contribute leadership and expertise to Fetal Infant Mortality Review Team.	
Strategy	**Evaluation mechanism**
▪ Review fetal and infant mortality cases in the 12-county region (Benton, Boone, Carroll, Cass, Clinton, Fountain, Jasper, Montgomery, Pulaski, Tippecanoe, Warren and White). ▪ Participate on Community Action Team.	▪ Identify service gaps in prenatal, perinatal, postpartum and pediatric care. ▪ Develop prevention strategies to improve collaboration of care and overall health of women, infants and families.
Annual budget and time frame	
Estimated budget: Additional resources include staff time annually. Anticipated impact as of December 31, 2024.	

Initiative: Develop Child Care Partnership to address child care needs in the community.	
Strategy	**Evaluation mechanism**
▪ Conduct feasibility study for Lafayette area locations. ▪ Create child care strategy.	▪ Determine feasibility of providing onsite child care at IU Health Arnett. ▪ Increase local capacity for quality child care options.
Annual budget and time frame	
Estimated budget: $17,000 in 2022. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Implement Tobacco Cessation Programs.	
Strategy	**Evaluation mechanism**
▪ Implement Tobacco Cessation Grant. ▪ Provide free Nicotine Replacement Therapy for qualified patients.	▪ Increase number of people who quit smoking. ▪ Increase access to cessation resources.
Annual budget and time frame	
Estimated budget: $9,900 annually. Additional resources include staff time and the use of virtual meeting equipment. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Establish strategic collaborative relationships with local community-based organizations addressing social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Identify and implement collaborative projects to address health equity and increase inclusivity. ▪ Create sustainable partnerships between the clinical teams and community partners.	▪ Increase number of formal clinical-community partnerships to address social determinants of health. ▪ Increase educational outreach by sharing knowledge and expertise on health-related topics.
Annual budget and time frame	
Estimated budget: $45,500 annually. Additional resources include staff time to coordinate programs. Anticipated impact as of December 31, 2024.	

Initiative: Support career pathway development program.	
Strategy	**Evaluation mechanism**
▪ Create content that can be shared during Preparing for College and Careers courses at local college. ▪ Establish mentor program to help local high school students pursue their individual career pathway.	▪ Engage 10-15 students in career coaching program. ▪ Extend collaborations to reach at least one additional junior high school.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate efforts. Anticipated impact as of December 31, 2024.	

Initiative: Support the Bridging the Gap.	
Strategy	**Evaluation mechanism**
▪ Assess current programs and identify gaps across the region. ▪ Develop regional plan to increase number of translators to assist in healthcare.	▪ Promote and build capacity of medical interpreters, which will support effective communication in healthcare services.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to coordinate the initiative annually. Anticipated impact as of December 31, 2024.	

Initiative: Provide fiscal support to organizations addressing social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Share the IU Health Foundation Community Impact and Investment (CII) Fund and COE Community Grant opportunities with community partners. ▪ Identify community partners and interventions to address CII Fund focus areas.	▪ Increase collaborative partnerships with community-based organizations to address social determinants of health. ▪ Increase health and well-being in the community by addressing the social determinants of health
Annual budget and time frame	
Estimated budget: $1 million over three years (1150 Academy); depends on budget of proposed initiative; $25,000 COE Community Grant Fund (regional). Additional resources include staff time to coordinate the CII Fund and track grantee activities. Anticipated impact as of December 31, 2024.	

Ball 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients that have healthcare coverage and understand their benefits.
Annual budget and time frame	
Estimated budget: Financial assistance is not a budgeted variable. $60,000 annually for IU Health (system). Additional resources include staff time to assist patients in applying for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Implement medical provider recruitment plan to address areas experiencing a shortage of primary and specialty care services.	
Strategy	**Evaluation mechanism**
▪ Recruit new primary care, obstetric, mental health and other specialty medical providers to practice in the IU Health East Central Region (ECR).[2] ▪ Utilize IU Health's internal recruitment resources.	▪ Add a balanced ratio of new physician and advanced practice providers each year to the IU Health ECR.
Annual budget and time frame	
Estimate budget: Additional resources include staff time to identify areas of need, manage facility needs and coordinate recruitment efforts at the IU Health system level. Anticipated impact as of December 31, 2024.	

Initiative: Implement Mobile Integrated Health Care – Paramedicine.	
Strategy	**Evaluation mechanism**
▪ Facilitate 80-hour curriculum Paramedicine training for Paramedic, Emergency Medical Services (EMS) and Fire Department personnel. ▪ Coordinate IU Health paramedic personnel and affiliate EMS organizations to deploy at hospital or physician point of care to establish post discharge care in home environment in six county area.	▪ Improve continuity of care post-discharge resulting in reduced hospital re-admissions among the identified population.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to coordinate 80-hour paramedicine curriculum for local EMS providers. Anticipated impact as of December 31, 2024.	

[2] *IU Health's East Central Region includes the hospitals IU Health Ball, Blackford and Jay.*

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Support senior-focused programs at local events in the community.	
Strategy	**Evaluation mechanism**
▪ Provide access to free screenings, general health education, fitness programs and activities to promote active and healthy lifestyles for seniors. ▪ Leverage Healthy Community Alliance (HCA) to develop senior focused resources and make connections with organizations that serve senior populations including minority and resource-limited audiences.	▪ Increase seniors' access to healthcare education, screenings and healthy lifestyle activities. ▪ Increase the number of community education seminars offered with topics appropriate for aging population.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to coordinate programming and outreach activities. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Partner to create City Crisis Center for Behavioral Health and Substance Use Disorder crisis assessment and resources.	
Strategy	**Evaluation mechanism**
▪ Partner with the city of Muncie, Indiana, to open the crisis center by February 28, 2023. ▪ Collaborate with stakeholders (law enforcement, service providers, etc.) to insure appropriate use of the center.	▪ Year one of the crisis center will serve 125 unique individuals. ▪ Years two and three will serve 150 unique individuals.
Annual budget and time frame	
Estimated budget: $1.1 million annually. Additional resources include staff and leadership to plan, implement and operate the center; Electronic Medical Record resources; and policy and procedure consulting and services. Anticipated impact as of December 31, 2024.	

Initiative: Further implement IU Health Ball Addiction Treatment and Recovery Center.	
Strategy	**Evaluation mechanism**
▪ Provide structured therapeutic Adult Intensive Outpatient Program (IOP) serving East Central Indiana, including IU Health Ball's community. ▪ Develop outreach programming for community members around awareness of offerings, family therapy and seminars related to recovery topics.	▪ Increase the number of assessments provided to people with behavioral health concerns. ▪ Increase the number of persons enrolled in IOP and/or individual track.
Annual budget and time frame	
Estimated budget: $1.4 million annually. Additional resources include staff time involved with community SUD network activities. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Peer Recovery Coaching Program (provides patients with substance use concerns with in-person and virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 in person and virtual peer recovery counseling for patients who present in the ED with substance use concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED and as IU Health Ball inpatients.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time associated with managing virtual network. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients who receive behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time associated with managing virtual network. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Support the Healthy Community Alliance of East Central Indiana (HCA).	
Strategy	**Evaluation mechanism**
▪ Facilitate organization recruitment and engagement using the collective impact model around improved nutrition, increased physical activity and tobacco cessation. ▪ Organize workgroups and develop partner tools for audience engagement, including Food Council of East Central Indiana.	▪ HCA collaborator base will continue to grow by five collaborators each year. ▪ Partner growth and increased engagement among senior, resource limited, minority and faith-based organizations.
Annual budget and time frame	
Estimated budget: $40,000 annually. Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Support the expansion of the YMCA of Muncie.	
Strategy	**Evaluation mechanism**
▪ Provide funds to support construction of new facilities for community YMCA facility in partnership with Muncie Community Schools. ▪ The new facilities will continue to provide programs and services that support a healthy, active lifestyle for community members of all ages.	▪ Expand youth access and scope of community wellness programming. ▪ Increase shared resources between YMCA and Muncie Community Schools.
Annual budget and time frame	
Estimated budget: $1 million per year for four years starting in 2023. Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Provide outpatient nutrition counseling.	
Strategy	**Evaluation mechanism**
▪ Provide no-cost outpatient nutrition counseling following physician referral. ▪ Promote no-cost outpatient nutrition services to community audiences at health fairs, events and through the HCA partner network.	▪ Increase visibility of nutrition counseling and support group opportunities at community events, including those serving senior, resource limited and minority audiences. ▪ Increase participation in nutrition counseling and support group offerings.
Annual budget and time frame	
Estimated budget: $25,000 annually. Additional resources include staff time to promote availability of program in community setting. Anticipated impact as of December 31, 2024.	

Initiative: Further implement IU Health Days of Service (volunteer event engaging IU Health team members in activities that benefit the community).	
Strategy	**Evaluation mechanism**
▪ Promote health, wellness, good nutrition and active living through annual Days of Service by making improvements to local parks, greenways and local recreation areas.	▪ Increase the amount of equipment and activities in the community available to all families and seniors for physical activity as a result of Days of Service activities.
Annual budget and time frame	
Estimated budget: $7,500 annually. Additional resources include staff time to coordinate projects with community partners. Anticipated impact as of December 31, 2024.	

Community health need: Education and workforce development

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Offer vocational training and employment at IU Health Ball.	
Strategy	**Evaluation mechanism**
▪ Provide opportunities for postsecondary vocational training for people with disabilities on site at IU Health Ball that empower and lead to meaningful employment. ▪ Provide opportunities for graduates of Erskine Green Training Institute to be employed in nutrition, environmental services, inventory and distribution, patient transport and kitchen cook positions.	▪ Maintain number of persons with disabilities trained on site. ▪ Maintain number of trainees employed in IU Health facilities.
Annual budget and time frame	
Estimated budget: $35,000 annually. Additional resources include staff time to promote educational opportunities in the community through hospital communications channels. Anticipated impact as of December 31, 2024.	

Initiative: Launch Healthcare Career Fellowship Track.	
Strategy	**Evaluation mechanism**
▪ Partner with Muncie Community Schools to develop curriculum for medical assistant certification and patient care assistance certification starting the freshman year of high school. ▪ Develop model for tuition assistance for advanced degree following graduation for those in fellowship track.	▪ The program has been initiated in the community. ▪ Students are enrolled in the program.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to develop program details in conjunction with Muncie Community Schools. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Further implement Healthy Beginnings Program.	
Strategy	**Evaluation mechanism**
▪ Maternal Infant Navigator to provide Prenatal and postnatal care. ▪ Provide lactation consultations to new mothers.	▪ Increase breastfeeding rates within the program. ▪ Increase outreach and referrals in Blackford, Delaware, Jay and Randolph counties.
Annual budget and time frame	
Estimated budget: $358,000 over three years. Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Infant and Maternal Health Programs.	
Strategy	**Evaluation mechanism**
▪ Perinatal Coordinator will facilitate a network of regional collaborators to enhance efforts to decrease infant mortality and improve the health of newborns and women. ▪ Collaborations emphasize promotion of tobacco cessation, perinatal quality improvement, safe sleep and lactation support.	▪ Increase the scope of collaborator network. ▪ Use text messaging platform to improve access to perinatal care.
Annual budget and time frame	
Estimated budget: $52,000 annually. Additional resources include staff time to coordinate programs; training for staff and providers; coalition building; and program development. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Pediatric Rehabilitation Services.	
Strategy	**Evaluation mechanism**
▪ Operate Pediatric Rehabilitation Facility in the ECR to increase access to pediatric physical therapy, occupational therapy, speech and feeding therapy. ▪ Contract with area schools to provide pediatric physical therapy, occupational therapy and speech therapy services in the school setting.	▪ Increase number of patient encounters. ▪ Improve access by offering students services in the school setting.
Annual budget and time frame	
Estimated budget: $1.1 million annually. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Promote the use of Quit Now Indiana (1-800 Quit Now).	
Strategy	**Evaluation mechanism**
▪ Distribute *1-800 Quit Now* Toolkits to community partners. ▪ Encourage IU Health providers to refer to the Indiana Tobacco Quitline.	▪ Increase referrals to the Indiana Tobacco Quitline.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate program and training for staff and providers. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Advance community collaborations and interventions with support from the Community Impact and Investment Fund (CII).	
Strategy	**Evaluation mechanism**
▪ Share CII Fund opportunity with community-based organizations and agencies. ▪ Identify community partners and interventions to address CII Fund focus areas.	▪ Increase collaborative partnerships with community-based organizations to address social determinants of health. ▪ Increase health and well-being in the community by addressing the social determinants of health.
Annual budget and time frame	
Estimated budget: Dependent on the budget of the proposed initiative. Additional resources include staff time to coordinate projects related to CII Fund opportunities and data reporting. Anticipated impact as of December 31, 2024.	

Initiative: Support school-based education and food access programs.	
Strategy	**Evaluation mechanism**
▪ Provide funding and support for pilot program at Grissom and Southview Elementary Schools in Muncie related to nutrition and physical activity. ▪ Ball State professors and students implement curriculum in the classroom.	▪ Maintain the number of students participating in programs. ▪ Curriculum provided by Pilot Program and CATCH Program.
Annual budget and time frame	
Estimated budget: $120,000 for Pilot Program over two years; $120,000 for Second Harvest initiative in 2022, $15,000 per year for CATCH programming. Additional resources include staff time to coordinate projects with community partners. Anticipated impact as of December 31, 2024.	

Initiative: Support the Muncie Neighborhood 8twelve Coalition.	
Strategy	**Evaluation mechanism**
▪ Invest in activities related to food access, housing and employment for under-resourced communities. ▪ Partner with Ross Community Center to offer healthy lifestyle programming to community members.	▪ Complete construction improvements on neighborhood walking path and food preparation areas. ▪ Increase neighborhood satisfaction as measured by annual survey.
Annual budget and time frame	
Estimated budget: $62,000 in 2022. Additional resources include staff time to coordinate projects and data reporting. Anticipated impact as of December 31, 2024.	

Initiative: Support Farmers Market Education Program.	
Strategy	**Evaluation mechanism**
▪ Engage local organizations to recruit families with limited resources to participate in the program. ▪ Provide opportunities for families to learn about the nutrition value of fresh produce, physical activity and tobacco cessation.	▪ At least 100 families participate each year at locations in Delaware, Blackford and Jay Counties. ▪ 75% or more of families report increased use of produce into meals following program participation.
Annual budget and time frame	
Estimated budget: $6,000 annually. Additional resources include staff time to coordinate and provide programming on site at events. Anticipated impact as of December 31, 2024.	

Initiative: Assist people from racial and ethnic minority groups with accessing health services in the community.	
Strategy	**Evaluation mechanism**
▪ Create information regarding local health and wellness services in community members' native language. ▪ Identify community groups and leaders to help make connections with limited-English proficient populations.	▪ Increase knowledge of local healthcare services available among community members with limited English proficiency.
Annual budget and time frame	
Estimated budget: $1,000 annually. Additional resources include staff time to coordinate and provide services. Anticipated impact as of December 31, 2024.	

Bedford Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and who understand their benefits.
Annual budget and time frame	
Estimated budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide training for clinical staff in primary care. ▪ Determine if a patient has an urgent need (e.g., life threatening event, abuse, neglect or social need threatening the welfare of the patient) that should be addressed immediately.	▪ Virtual urgent consults available to all primary care practices for adult and pediatric populations. ▪ Maintain virtual and embedded social workers within IU Health primary care clinics to assist people struggling with social needs.
Annual budget and time frame	
Estimate budget: $1.1 million annually for IU Health (system). Additional resources include staff time to support Integrated Social Work workflow. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Further implement the Alzheimer's and Dementia Resource Services (ADRS) program and prevent falls in this population.	
Strategy	**Evaluation mechanism**
▪ Provide Dementia Friendly Level 2 Education and Training to IU Health Bedford Hospital and outpatient clinics. ▪ Develop older adult and dementia care education program for providers to update on best practices for older adults.	▪ All IU Health Bedford Hospital team members will have Level 2 training supporting those living with dementia. ▪ Enable older adults to live independently longer and decrease emergency department (ED) visits for falls.
Annual budget and time frame	
Estimated budget: $100,000 annually. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Develop access points for referral to behavioral health services.	
Strategy	**Evaluation mechanism**
▪ Sustain a licensed clinical social worker (LCSW) for pregnant moms to support those experiencing poverty, domestic violence and/or substance use disorder (SUD). ▪ Lawrence County schools will provide virtual care behavioral health onsite.	▪ Increase the number of pregnant women with a SUD who receive needed support. ▪ School age children will receive needed behavioral health support.
Annual budget and time frame	
Estimated budget: $100,000 annually. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients with substance use concerns virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the ED with substance use concerns. ▪ Provide peer recovery coaching and virtual psych assessments in pediatric behavioral health services.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health System (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients receiving behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Provide screening for chronic disease and linkage to care.	
Strategy	**Evaluation mechanism**
▪ Provide screenings for blood pressure and prediabetes in the community monthly. ▪ Nurse Family Partnership (NFP) will screen their clients and connect to services for hypertension and gestational diabetes care.	▪ Increase the number of individuals who are aware of their risk factors for certain chronic disease and referred for care. ▪ Increase the number first time moms who receive education and support on hypertension and gestational diabetes.
Annual budget and time frame	
Estimated budget: $60,000 annually. Additional resources include IU Health Lab services. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Connect first-time, high-risk moms to appropriate resources in the SCR.	
Strategy	**Evaluation mechanism**
▪ Sustain the Nurse Family Partnership's LCSW support for clients and team. ▪ Provide safe sleep, car seat and CPR resources to individuals and families in need of services.	▪ LCSW will bridge behavioral health needs of NFP mom's and team and will see a client base of 40-45 clients. ▪ Decrease use of tobacco products in pregnant women decreasing low birth weight risk.
Annual budget and time frame	
Estimated budget: $100,000 annually. Additional resources include grant funding provided by Indiana Department of Health and Indiana Department of Safety. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: All Community Health Strategies will support social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Spread social work in Primary Care to IU Health Bedford Primary Care. ▪ Connect community members to services using IUHealthconnect.org/Findhelp.org.	▪ Primary care patients will be referred to social services in the community and increase the number of screened individuals connected to appropriate services. ▪ Community members will be able to self-refer to services and programs.
Annual budget and time frame	
Estimated budget: $100,000 annually; $60,000 for the IU Health (system – enrollment assistance into SNAP and TANF). Anticipated impact as of December 31, 2024.	

Blackford 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients that have healthcare coverage and understand their benefits.
Annual budget and time frame	
Estimated budget: Financial assistance is not a budgeted variable. $60,000 annually for IU Health (system). Additional resources include staff time to assist patients in applying for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Implement Medical provider recruitment plan to address areas experiencing a shortage of primary and specialty care services.	
Strategy	**Evaluation mechanism**
▪ Recruit new primary care, obstetric, mental health and other specialty medical providers to practice in the IU Health East Central Region (ECR).[3] ▪ Utilize IU Health's internal recruitment resources.	▪ Add a balanced ratio of new physician and advanced practice providers each year to the IU Health ECR.
Annual budget and time frame	
Estimate budget: Additional resources include staff time to identify areas of need, manage facility needs and coordinate recruitment efforts at the IU Health system level. Anticipated impact as of December 31, 2024.	

Initiative: Implement Mobile Integrated Health Care – Paramedicine.	
Strategy	**Evaluation mechanism**
▪ Facilitate 80-hour curriculum Paramedicine training for Paramedic, Emergency Medical Services (EMS) and Fire Department personnel. ▪ Coordinate IU Health paramedic personnel and affiliate EMS organizations to deploy at hospital or physician point of care to establish post discharge care in home environment in six county area.	▪ Improve continuity of care post-discharge resulting in reduced hospital re-admissions among the identified population.
Annual budget and time frame	
Estimate budget: Additional resources include staff time to coordinate 80-hour paramedicine curriculum for local EMS providers. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Support senior-focused programs at local events in the community.	
Strategy	**Evaluation mechanism**
▪ Provide access to free screenings, general health education, fitness programs and activities to promote active and healthy lifestyles for seniors. ▪ Provide resources/referrals for screenings that are abnormal.	▪ Increase seniors' access to healthcare education, screenings and healthy lifestyle activities. ▪ Increase the number of community education seminars offered with topics appropriate for an aging population.
Annual budget and time frame	
Estimated budget: $3,000 annually. Additional resources include staff time to coordinate programming and outreach activities. Anticipated impact as of December 31, 2024.	

[3] *IU Health's East Central Region includes the hospitals IU Health Ball, Blackford and Jay.*

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Further implement IU Health Ball Addiction Treatment and Recovery Center.	
Strategy	**Evaluation mechanism**
▪ Provide structured therapeutic Adult Intensive Outpatient Program (IOP) serving East Central Indiana. ▪ Develop outreach programming for community members around awareness of offerings, family therapy and seminars related to recovery topics.	▪ Increase the number of assessments provided to people with behavioral health concerns. ▪ Increase the number of persons enrolled in IOP and/or individual track.
Annual budget and time frame	
Estimated budget: $1.4 million annually. Additional resources include staff time involved with community SUD network activities. Anticipated impact as of December 31, 2024.	

Initiative: Further implement IU Health Blackford Virtual Care Behavioral Health.	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to manage local aspects of program. Anticipated impact as of December 31, 2024.	

Initiative: Support the Consortium for Opioids Response and Engagement-East Central Indiana (CORE-ECI)	
Strategy	**Evaluation mechanism**
▪ IU Health Blackford and Jay will work alongside partners to build sustainable consortium of stakeholders to combat the opioid crisis. ▪ Focus on early intervention of children, adolescents and families with a focus on the individual, interpersonal, community and societal influences that produce health disparities, stigma and bias and cultural insensitivities.	▪ Remove barriers to prevention, treatment and recovery that impact health outcomes. ▪ Build on the strengths of the communities to address substance use and opioid-poisoning deaths in the community.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to assist with initiative. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Support the Healthy Community Alliance of East Central Indiana (HCA).	
Strategy	**Evaluation mechanism**
▪ Facilitate organization recruitment and engagement using the collective impact model around improved nutrition, increased physical activity and tobacco cessation. ▪ Organize workgroups and develop partner tools for audience engagement, including Food Council of East Central Indiana.	▪ HCA collaborator base will continue to grow by five collaborators each year. ▪ Partner growth and increased engagement among senior, resource limited, minority and faith-based organizations.
Annual budget and time frame	
Estimated budget: $40,000 annually (regional). Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Provide outpatient nutrition counseling.	
Strategy	**Evaluation mechanism**
▪ Provide no-cost outpatient nutrition counseling following physician referral. ▪ Promote no-cost outpatient nutrition services to community audiences at health fairs, events and through the HCA partner network.	▪ Increase visibility of nutrition counseling and support group opportunities at community events, including those serving senior, resource limited and minority audiences. ▪ Increased participation in nutrition counseling and support group offerings.
Annual budget and time frame	
Estimated budget: $7,000 annually. Additional resources include staff time to promote availability of program in a community setting. Anticipated impact as of December 31, 2024.	

Initiative: Further implement IU Health Days of Service (volunteer event engaging IU Health team members in activities that benefit the community).	
Strategy	**Evaluation mechanism**
▪ Promote health, wellness, good nutrition and active living through annual Days of Service by making improvements to local parks, greenways and local recreation areas.	▪ Increase the amount of equipment and activities in the community available to all families and seniors for physical activity as a result of Days of Service activities.
Annual budget and time frame	
Estimated budget: $3,000 annually. Additional resources include staff time to coordinate projects with community partners. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Further implement Healthy Beginnings Program.	
Strategy	**Evaluation mechanism**
▪ Maternal Infant Navigator to provide Prenatal and postnatal care. ▪ Provide lactation consultations to new mothers. ▪ Implement the use of Twistle for continuity of care.	▪ Increase breastfeeding rates within the program. ▪ Increase outreach and referrals in Blackford County.
Annual budget and time frame	
Estimated budget: $358,000 over three years (regional). Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Infant and Maternal Health Programs.	
Strategy	**Evaluation mechanism**
▪ Perinatal Coordinator will facilitate a network of regional collaborators to enhance efforts to decrease infant mortality and improve the health of newborns and women. ▪ Collaborations emphasize promotion of tobacco cessation, perinatal quality improvement, safe sleep and lactation support.	▪ Increase the scope of collaborator network. ▪ Promote resources in community.
Annual budget and time frame	
Estimated budget: $52,000 annually. Additional resources include staff time to coordinate programs; training for staff and providers; coalition building; and program development. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Promote the use of Quit Now Indiana (1-800 Quit Now).	
Strategy	**Evaluation mechanism**
▪ Distribute *1-800 Quit Now* Toolkits to community partners. ▪ Encourage IU Health providers to refer to the Indiana Tobacco Quitline.	▪ Increase referrals to the Indiana Tobacco Quitline.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate program and training for staff and providers. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Advance community collaborations and interventions with support from the Community Impact and Investment Fund (CII).	
Strategy	**Evaluation mechanism**
▪ Share CII Fund opportunity with community-based organizations and agencies. ▪ Identify community partners and interventions to address CII Fund focus areas.	▪ Increase collaborative partnerships with community-based organizations to address social determinants of health. ▪ Increase health and well-being in the community by addressing the social determinants of health.
Annual budget and time frame	
Estimated budget: Dependent on the budget of the proposed initiative. Additional resources include staff time to coordinate projects related to CII Fund opportunities and data reporting. Anticipated impact as of December 31, 2024.	

Initiative: Support Farmers Market Education Program.	
Strategy	**Evaluation mechanism**
▪ Engage local organizations to recruit families with limited resources to participate in the program. ▪ Provide opportunities for families to learn about the nutrition value of fresh produce, physical activity and tobacco cessation.	▪ At least 100 families participate each year at locations in Delaware, Blackford and Jay Counties. ▪ 75% or more of families report increased use of produce into meals following program participation.
Annual budget and time frame	
Estimated budget: $6,000 annually. Additional resources include staff time to coordinate and provide programming on site at events. Anticipated impact as of December 31, 2024.	

Initiative: Assist people from racial and ethnic minority groups with accessing health services in the community.	
Strategy	**Evaluation mechanism**
▪ Create information regarding local health and wellness services in community members' native language. ▪ Identify community groups and leaders to help make connections with limited-English proficient populations.	▪ Increase knowledge of local healthcare services available among community members with limited English proficiency.
Annual budget and time frame	
Estimated budget: $1,000 annually. Additional resources include staff time to coordinate and provide services. Anticipated impact as of December 31, 2024.	

Bloomington Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy. ▪ Help community members enroll in healthcare coverage programs.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and that understand their benefits.
Annual budget and time frame	
Estimated budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide training for clinical staff in primary care. ▪ Determine if a patient has an urgent need (e.g., life threatening event, abuse, neglect or social need threatening the welfare of the patient) that should be addressed immediately.	▪ Virtual urgent consults available to all primary care practices for adult and pediatric populations. ▪ Maintain virtual and embedded social workers within IU Health primary care clinics to assist people struggling with social needs.
Annual budget and time frame	
Estimate budget: $1.1 million annually for IU Health (system). Additional resources include staff time to support Integrated Social Work workflow. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Further implement the Alzheimer's and Dementia Resource Service (ADRS) program which provides support, resources and assistance to those with dementia and their families.	
Strategy	**Evaluation mechanism**
▪ Provide "Dementia Friendly Education and Training" to hospital and outpatient team members. Provide fall prevention programming in the community. ▪ Fall prevention programming will be offered virtually and in convenient community locations.	▪ All South Central Region[4] (SCR) IU Health team members, including IU Health Bloomington Hospital, will have received Level 1 training. ▪ Decrease emergency department (ED) visits for falls in the older adult population.
Annual budget and time frame	
Estimated budget: $100,000 annually. Additional resources include staff time to coordinate programs. Anticipated impact as of December 31, 2024.	

[4] IU Health's South Central Region includes the hospitals IU Health Bloomington, Bedford and Paoli.

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Develop access points for referral to behavioral health services.	
Strategy	**Evaluation mechanism**
▪ Sustain a licensed clinical social worker (LCSW) for pregnant moms to support those experiencing poverty, domestic violence and/or a substance use disorder (SUD). ▪ Develop seamless pathway from ED to The Stride Center for individuals in crisis due to SUD.	▪ Increase the number of pregnant women with a SUD who receive needed support. ▪ Increase the number of individuals with a SUD in crisis that receive appropriate service via the diversion center, The Stride Center.
Annual budget and time frame	
Estimated budget: $100,000 annually. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients with substance use concerns virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the ED with substance use concerns. ▪ Provide peer recovery coaching and virtual psych assessments in pediatric behavioral health services.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients receiving behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Provide screening for chronic diseases and linkage to care.	
Strategy	**Evaluation mechanism**
▪ Provide screenings for blood pressure and prediabetes in the community. ▪ Nurse-Family Partnership (NFP) will screen clients and connect to services for hypertension and gestational diabetes care.	▪ Increase the number of individuals who are aware of their risk factors for certain chronic disease and referred for care. ▪ Increase the number first time moms who receive education and support on hypertension and gestational diabetes.
Annual budget and time frame	
Estimated budget: $100,000 annually. Additional resources include IU Health Lab services. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Connect first-time, high-risk moms to appropriate resources in the community.	
Strategy	**Evaluation mechanism**
▪ Sustain the Nurse Family Partnership's LCSW support for clients and team. ▪ Provide safe sleep, car seat and CPR resources to individuals and families in need of services.	▪ LCSW will bridge behavioral health needs of NFP mom's and team and will see a client base of 40-45 clients. ▪ Provide resources and education to families in need in Monroe and Owen Counties.
Annual budget and time frame	
Estimated budget: $90,000 annually. Additional resources include grant funding provided by Indiana Department of Health and Indiana Department of Safety. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Screen individuals for tobacco use and link to tobacco cessation resources and services.	
Strategy	**Evaluation mechanism**
▪ Develop school connections for referral to *Teens Beat Tobacco* classes. ▪ Develop a pathway from IU Health Bloomington Hospital Community Health supported programs to local tobacco cessation program and Quitline.	▪ Schools in the community will have resources to support students using tobacco. ▪ Tobacco users will easily access tobacco cessation supports.
Annual budget and time frame	
Estimated budget: $100,000 annually. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: All IU Health Bloomington Hospital Community Health Strategies will support social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Connect community members to services using IUHealthconnect.org/Findhelp.org. ▪ Support local travel of community members seeking community health services (e.g., provide bus passes or gas cards).	▪ Primary care patients will be referred to social services in the community and increase the number of screened individuals connected to appropriate services. ▪ Community members will be able to self-refer to services and programs.
Annual budget and time frame	
Estimated budget: $100,000 annually; $60,000 for the IU Health (system – enrollment assistance into SNAP and TANF). Anticipated impact as of December 31, 2024.	

Frankfort 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support the Open Door Clinic (provides free or discounted healthcare services in the community).	
Strategy	**Evaluation mechanism**
▪ Execute agreement with Open Door Clinic to identify qualifying patients needing services at IU Health Frankfort.	▪ Increase access to simple laboratory services for Open Door clinic patients at no cost.
Annual budget and time frame	
Estimated budget: Up to $400,000 in gross charges annually. Additional resources include staff time and laboratory supplies. Anticipated impact as of December 31, 2024.	

Initiative: Create a pipeline, targeting youth and adults, for future healthcare leaders to access local opportunities.	
Strategy	**Evaluation mechanism**
▪ Establish partnerships and formal programs with 7-12 schools to increase student exposure to healthcare options. ▪ Identify a new model of care and establish a recruitment plan to fill in the nursing gaps in the community.	▪ Increase the number of high school students who find interest in healthcare education/career. ▪ Reduce nursing vacancy and turnover.
Annual budget and time frame	
Estimate budget: $80,000 annually (regional budget). Additional resources include staff time to coordinate pipeline initiative. Anticipated impact as of December 31, 2024.	

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and who understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Provide increased access to obstetrics and gynecology (OB/GYN) services.	
Strategy	**Evaluation mechanism**
▪ Provide onsite OB/GYN services in the Frankfort community at least one day a week. ▪ Ensure provider is bilingual.	▪ Increase access to local OB/GYN services in the community. ▪ Increased access to medical-forensic examinations within the region and the state of Indiana.
Annual budget and time frame	
Estimate budget: $80,000 annually (regional). Additional resources include staff time and clinic space. Anticipated impact as of December 31, 2024.	

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide training for clinical staff in primary care ▪ Determine if a patient has an urgent need (e.g., life threatening event, abuse, neglect or social need threatening the welfare of the patient) that should be addressed immediately.	▪ Virtual urgent consults available to all primary care practices for adult and pediatric populations. ▪ Maintain virtual and embedded social workers within IU Health primary care clinics to assist people struggling with social needs.
Annual budget and time frame	
Estimate budget: $1.1 million annually for IU Health (system). Additional resources include staff time to support Integrated Social Work workflow. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Further implement IU Health Safe Medication Disposal Program.	
Strategy	**Evaluation mechanism**
▪ Implement and promote the IU Health Safe Medication Disposal Program at IU Health Frankfort. ▪ Provide medication disposal kits to patients aged 65 or older at discharge, primary care visits or community events.	▪ Increase ways for community members to safely dispose of unused or expired drugs.
Annual budget and time frame	
Estimated budget: $500 annually. Additional resources include staff time and funding to purchase supplies and marketing/promotional materials. Anticipated impact as of December 31, 2024.	

Initiative: Coordinate local community outreach activities to senior population. .	
Strategy	**Evaluation mechanism**
▪ Identify local activities, programs or events for the senior population. ▪ Sponsor and/or promote local educational, social or service activities and programs.	▪ Engage the senior population in programming that supports health and wellness.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients with substance use concerns virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Develop hospital and community infrastructure for crisis care to support community members with mental health and substance use concerns.	
Strategy	**Evaluation mechanism**
▪ Coordinate WCR Opioid Stewardship Committee. ▪ Provide opioid prescribing education to providers.	▪ Decrease number of opioid prescriptions. ▪ Increase provider awareness of system policies.
Annual budget and time frame	
Estimated budget: $130,000 annually. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Initiative: Support naloxone distribution in the community.	
Strategy	**Evaluation mechanism**
▪ Identify ways to increase the distribution of naloxone to patients, family members and the community.	▪ Reduce opioid overdoses in the community.
Annual budget and time frame	
Estimated budget: Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Initiative: Provide comprehensive suicide prevention through the Zero Suicide Initiative.	
Strategy	**Evaluation mechanism**
▪ Rollout initiative at hospital in first quarter 2022. ▪ Eligible patients (25+ years old) will be assessed using evidence-based assessment for suicide ideation.	▪ Reduce patients' return to the ED for a mental health crisis. ▪ Increase number of team members educated on the Zero Suicide framework.
Annual budget and time frame	
Estimated budget: $398,000 annually for IU Health (system). Additional resources include staff time to coordinate the initiative. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients receiving behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Coordinate community outreach and education opportunities.	
Strategy	**Evaluation mechanism**
▪ Create seasonal walking program with advanced practice providers. ▪ Provide Diabetes Prevention Program at local YMCA.	▪ Increase physical activity in rural community. ▪ Increase knowledge of diabetes prevention and management and healthy meal planning.
Annual budget and time frame	
Estimated budget: $1,000 annually. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Health education and navigation

Goal: Improve the awareness of services and resources in the community to support health and well-being.

Initiative: Promote findHelp.org to connect community members to health and social services.	
Strategy	**Evaluation mechanism**
▪ Identify community-based organizations (CBOs) and hospital services to be included on findHelp.org database. ▪ Assist CBOs in claiming and managing their pages in the platform to ensure up-to-date information.	▪ Increase the number of CBOs that have claimed their page on database platform. ▪ Increase the number of clinical referrals to community organizations utilizing the platform.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to coordinate. Anticipated impact as of December 31, 2024.	

Initiative: Support the Bridging the Gap.	
Strategy	**Evaluation mechanism**
▪ Assess current programs and identify gaps across the region. ▪ Develop regional plan to increase number of translators to assist in healthcare.	▪ Promote and build capacity of medical interpreters, which will support effective communication in healthcare services.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to coordinate the initiative. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Provide fiscal support to organizations addressing social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Share the IU Health Foundation Community Impact and Investment (CII) Fund and COE Community Grant opportunities with community partners. ▪ Identify community partners and interventions to address CII Fund focus areas.	▪ Increase collaborative partnerships with community-based organizations to address social determinants of health. ▪ Increase health and well-being in the community by addressing the social determinants of health.
Annual budget and time frame	
Estimated budget: $1 million over three years (1150 Academy); depends on budget of proposed initiative; $25,000 COE Community Grant Fund (regional). Additional resources include staff time to coordinate the CII Fund and track grantee activities. Anticipated impact as of December 31, 2024.	

Initiative: Establish strategic collaborative relationships with local community-based organizations addressing social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Identify and implement collaborative projects to address health equity and increase inclusivity. ▪ Create sustainable partnerships between the clinical teams and community partners.	▪ Increase number of formal clinical-community partnerships to address social determinants of health. ▪ Increase educational outreach by sharing knowledge and expertise on health-related topics.
Annual budget and time frame	
Estimated budget: $45,500 annually. Additional resources include staff time to coordinate programs. Anticipated impact as of December 31, 2024.	

Initiative: Support career pathway development program.	
Strategy	**Evaluation mechanism**
▪ Create content that can be shared during Preparing for College and Careers courses at local college. ▪ Establish mentor program to help local high school students pursue their individual career pathway.	▪ Engage 10-15 students in career coaching program. ▪ Extend collaborations to reach at least one additional junior high school.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate efforts. Anticipated impact as of December 31, 2024.	

Academic Health Center 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Provide vaccine clinics in under-resourced communities.	
Strategy	**Evaluation mechanism**
▪ Identify communities that are under-resourced and/or that have residents at high-risk for illness to provide access to vaccines. ▪ Collaborate with community partners to plan, educate and promote vaccine clinics to populations at risk of illness.	▪ Increase the number of clinics provided in the community by at least 10 clinics per year. ▪ Multiple community organizations have engaged and partnered with IU Health to reach different populations and leverage resources.
Annual budget and time frame	
Estimated budget: $90,000 annually. Additional resources include non-clinical staff time and resources to implement and coordinate clinics; paid clinical staff to vaccinate community members; medical and general supplies, equipment and technology resources for clinics; interpreter services to assist with limited-English proficient populations; and educational and marketing resources. Anticipated impact as of December 31, 2024.	

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and that understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Support community-based organizations that help community members with lower incomes access healthcare services.	
Strategy	**Evaluation mechanism**
Provide financial assistance to: ▪ community-based organizations that help community members access healthcare coverage. ▪ health clinics serving community members with lower incomes or limited access to services.	▪ Maintain funding with at least three community-based organizations. ▪ Increase the number of community members who are underinsured/uninsured successfully enrolled in healthcare coverage programs.
Annual budget and time frame	
Estimate budget: $75,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Further develop and implement Behavioral Health services into varied clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Provide comprehensive suicide prevention through the Zero Suicide project.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED. ▪ Increase the number of patients receiving behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other behavioral services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Support community-based organizations that help community members access behavioral health services.	
Strategy	**Evaluation mechanism**
▪ Provide financial assistance to community-based organizations that help community members access behavioral health services.	▪ Maintain funding with at least two community-based organizations. ▪ Increase the number of community members who are underinsured/uninsured accessing behavioral health services.
Annual budget and time frame	
Estimated budget: $75,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Plan and implement cardiovascular health initiative that focuses on reducing hypertension, including health disparities in hypertension.	
Strategy	**Evaluation mechanism**
▪ Identify opportunities to address gaps, including health disparities, in blood pressure control in primary care. ▪ Identify models of care and support to help patients monitor and control their blood pressure.	▪ Increase patient screening for hypertension control. ▪ Increase patients' ability to manage blood pressure and reduce risk for disease.
Annual budget and time frame	
Estimated budget: To be determined as strategy develops. Additional resources include staff time to manage the program. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

**Maternal and infant health and child well-being is a priority community health need for Riley Hospital for Children at IU Health, but not for IU Health Methodist Hospital or IU Health University Hospital)*

Initiative: Contribute leadership and expertise to maternal, child and fetal mortality review committees in Marion County and the state.	
Strategy	**Evaluation mechanism**
Riley Children's Health staff will continue participation on the following committees: ▪ Marion County Public Health Department in conducting the Fetal Infant Mortality Review. ▪ Indiana Department of Health (IDOH) Maternal Mortality Review Committee	▪ Continually assess, monitor and work to improve services and community resources for women, infants and families. ▪ Improve birth outcomes, especially where there are persistent racial and ethnic disparities in various groups.
Annual budget and time frame	
Estimated budget: $40,000 (staff time) annually. Additional resources include sharing data. Anticipated impact as of December 31, 2024.	

Initiative: Continue and expand home-monitoring program for pediatric patients and families.	
Strategy	**Evaluation mechanism**
▪ Provide cardiology home-monitoring program so patients can go home sooner. ▪ Assess and expand home-monitoring program to different cardiac patients (e.g., heart failure and transplant patients).	▪ Reduce clinical visits and hospitalizations for families. ▪ Increase access to affordable specialty care, especially families who are underinsured/ uninsured.
Annual budget and time frame	
Estimated budget: $110,000 annually. Additional resources include staff time to coordinate the initiative. Anticipated impact as of December 31, 2024.	

Initiative: Implement We Care Plus (program connecting women and new mothers to resources to address social needs and maternal health).	
Strategy	**Evaluation mechanism**
▪ Improve health behaviors and ensure access to prenatal care in Marion and surrounding counties, including high-risk zip codes for infant mortality. ▪ Ensure community health workers connect with pregnant women to provide comprehensive wraparound care including psychosocial support and connection to resources (food, clothing, healthcare, mental health and other necessities).	▪ Increase the number of healthy deliveries by at least one per year. ▪ Reduce the number of maternal risky behaviors by 10 patients per year.
Annual budget and time frame	
Estimated budget: $250,000 annually. Additional Resources: Staff time to plan and implement the program. Anticipated impact as of December 31, 2024.	

Initiative: Implement Cradle Indianapolis (collaborative effort between partners working across sectors to reduce infant mortality)	
Strategy	**Evaluation mechanism**
▪ Reduce infant mortality in Marion County by focusing on the disparities experienced by Non-Hispanic White and Non-Hispanic Black populations. ▪ Implement place-based community health improvement using a Collective Impact Approach (i.e., a focus on equity, community member participation, partners working together from many sectors, data-driven and system strategies).	▪ Reduce rate of extreme prematurity in Marion County zip codes with the highest infant mortality rates. ▪ Reduce infant mortality due to low birth weight and prematurity in neighborhoods that are under-resourced in Marion County.
Annual budget and time frame	
Estimated budget: $3.5 million (over three years). Additional resources include staff time to coordinate the program including Executive Director, a Project Coordinator, data/epidemiology team and a communications/marketing team. Anticipated impact as of December 31, 2024.	

Initiative: Maintain Level IV in the Indiana Department of Health Indiana Perinatal Levels of Care Program	
Strategy	**Evaluation mechanism**
▪ Improve healthcare outcomes for women and infants in Indiana through development of the Riley Perinatal Network	▪ Reduce infant and maternal morbidity and mortality within the Riley Perinatal Network through: 1. Education/Training 2. Quality Assurance/Quality improvement 3. Facilitation of maternal and neonatal transport for delivery of care at the appropriate Level of Care facility ▪ Provision of wrap-around services including maternal inter-conception care and neonatal developmental follow-up
Annual budget and time frame	
Estimated budget: $1.6 million annually. Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Maintain the Pediatric Community Outreach Mobile Education (PCOME) team and enhance its efforts to support community hospitals' emergency readiness to treat ill and injured children.	
Strategy	**Evaluation mechanism**
▪ Establish a collaborative network between Riley Children's Health and community EDs to bridge the gap within pediatric acute care and provide community EDs with the knowledge, skill and resources to care for acutely ill and injured children. ▪ Use simulation, innovation and collaboration between Riley Children's Health and community partners to optimize pediatric emergency readiness in the community hospital settings and ensure adherence to the Emergency Medical Services for Children (EMSC) guidelines to provide high quality emergency care to children, whenever and wherever it's needed statewide.	▪ Improve pediatric emergency readiness scores by 10 points by enhancing adherence to EMSC guidelines at 20 community EDs in the state. ▪ Improve the quality of pediatric acute care provided in the targeted EDs over the next 20 months through the collaborative network.
Annual budget and time frame	
Estimated budget: $200,000 annually. Additional resources include staff time to plan, implement and disseminate the model at targeted community sites. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Initiative: Support community-based organizations that help community members quit smoking.	
Strategy	**Evaluation mechanism**
▪ Provide financial assistance to community-based organizations that help community members avoid tobacco and quit smoking. ▪ Provide financial assistance to support Tobacco Treatment Specialist training.	▪ Maintain funding with at least two community-based organizations focused on tobacco control. ▪ Increase the number of professionals in the community with skills and knowledge to provide interventions to people who use tobacco.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Initiative: Monitor state tobacco related policies.	
Strategy	**Evaluation mechanism**
▪ Provide expertise and education to state policymakers on key legislation, programs and investments that support preventing and reducing tobacco use. ▪ Develop and maintain strategic partnerships to maximize resources.	▪ Prevent and reduce tobacco use in adults and youth (statewide impact). ▪ Reduce tobacco-related disparities in communities.
Annual budget and time frame	
Estimated budget: Additional resources include staff time for consultation and expertise and to coordinate education and outreach. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Implement Medical-Legal Partnership (collaborative intervention between hospital and legal aid professionals to assist patients and their families).	
Strategy	**Evaluation mechanism**
▪ Develop formal agreement for a Medical-Legal Partnership at IU Health Methodist/University Hospital. ▪ Define patients and/or families who will have access to legal aid services (e.g., patients who are low-income and families with no or limited access to legal aid).	▪ Increase the number of legal issues impacting health that are resolved for patients.
Annual budget and time frame	
Estimated budget: $100,000 annually. Additional resources include staff time to coordinate the initiative. Anticipated impact as of December 31, 2024.	

Initiative: Launch the Mosaic Center for Work, Life and Learning as part of the Health District Initiative.	
Strategy	**Evaluation mechanism**
▪ Create personalized plans with community members to grow their healthcare careers, obtain further education and eliminate barriers to success. ▪ Adapt Local Initiatives Support Corporation Bridges to Career Opportunities model providing career, financial and resource coaching to community members.	▪ Increase support and access to career opportunities for community members. ▪ Diversify talent in the healthcare industry.
Annual budget and time frame	
Estimated budget: $8.5 million (total budget). Additional resources include staff time to manage the center and coordinate activities. Anticipated impact as of December 31, 2024.	

Initiative: Host the Crispus Attucks Career Development Program as part of the Health District Initiative.	
Strategy	**Evaluation mechanism**
▪ Collaborate with local schools to build and prepare a pipeline of diverse talent to sustainable and high-quality careers in healthcare. ▪ Collaborate with community partners to provide educational enrichment programs and to promote educational attainment at Crispus Attucks High School.	▪ Increase the annual pipeline of students into healthcare-related post-secondary programs. ▪ Increase the number of young people receiving industry-recognized healthcare certifications.
Annual budget and time frame	
Estimated budget: $2.5 million (total). Additional resources include staff time to organize and coordinate the events and activities. Anticipated impact as of December 31, 2024.	

Initiative: Support affordable housing initiatives as part of the Health District Initiative.	
Strategy	**Evaluation mechanism**
▪ Establish at least two mixed-used development sites that house affordable and workforce housing options for community members as well as commercial space for community programs. ▪ Assess the current housing stock and built environment of the health district; invest in/support development projects that support affordable and workforce housing while working to prevent gentrification/displacement.	▪ The Healthy Housing Playbook was created to document evidence-based interventions that have the potential to improve the health of the community – from individual families to the financial well-being of the broader community. ▪ Increase new development, multi-family projects, single-family neighborhoods and individual rehabilitation projects to implement healthy housing strategies through site selection, architecture and design, materials selection, programming and service delivery.
Annual budget and time frame	
Estimated budget: Real estate investment being assessed annually to determine budget. Additional resources include staff time to coordinate project. Anticipated impact as of December 31, 2024.	

Initiative: Support community-based organizations helping community members who are food insecure.	
Strategy	**Evaluation mechanism**
▪ Provide financial assistance to community-based organizations that help community members access nutritious food.	▪ Fund at least two community-based organizations that provide food to community members. ▪ Increase food security for community members.
Annual budget and time frame	
Estimated budget: $100,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Initiative: Screen and connect patients to resources that address social needs.	
Strategy	**Evaluation mechanism**
▪ Adopt a social needs screening tool and community resource functionality, i.e. findhelp. ▪ Provide training for clinical and non-clinical staff.	▪ Increase knowledge and skills of IU Health clinicians to screen and refer patients who are food insecure. ▪ Increase food, housing and transportation security in patients.
Annual budget and time frame	
Estimated budget: $60,000 annually for IU Health (system). Additional resources include staff time to coordinate efforts and work on information services components. Anticipated impact as of December 31, 2024.	

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide training for clinical staff in primary care. ▪ Determine if a patient has an urgent need (e.g., life threatening event, abuse, neglect or social need threatening the welfare of the patient) that should be addressed immediately.	▪ Virtual consults available to all primary care practices for adult and pediatric populations. ▪ Maintain virtual and embedded social workers within IU Health primary care clinics to assist people struggling with social needs.
Annual budget and time frame	
Estimated budget: $1.1 million annually for IU Health (system). Additional resources include staff time to support Integrated Social Work workflow. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Congregation Care Network (CCN) (a program that connects patients to a congregation and community volunteers to provide companionship and other resources).	
Strategy	**Evaluation mechanism**
▪ Connect patients to peer support for substance use disorders. ▪ Accessible Spiritual care in primary care offices through virtual Chaplain hub and connecting patients to CCN.	▪ Reduce the need for ED and inpatient services. ▪ Increase access to treatment and recovery programs for substance use disorders and other chronic mental illness.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Advance community collaborations and interventions with support from the IU Health Foundation Community Impact Investment Fund (CII).	
Strategy	**Evaluation mechanism**
▪ Share CII Fund opportunity with community-based organizations and agencies. ▪ Identify community partners and interventions to address CII Fund focus areas.	▪ Increase collaborative partnerships with community-based organizations to address social determinants of health. ▪ Increase health and well-being in the community by addressing the social determinants of health.
Annual budget and time frame	
Estimated budget: Dependent on the budget of the proposed initiative. Additional resources include staff time to coordinate projects related to CII Fund opportunities and data reporting. Anticipated impact as of December 31, 2024.	

Initiative: Collaborate with community-based organizations to complete employee volunteer service projects that address CHNA-defined health priorities.	
Strategy	**Evaluation mechanism**
▪ Introduce IU Health Methodist Hospital team members to social causes in the community that could use their time and talent. ▪ Encourage participation in IU Health Serves (team member volunteer program).	▪ Maintain the number of IU Health Methodist Hospital team members involved in IU Health projects. ▪ Ensure partnerships with community-based organizations.
Annual budget and time frame	
Estimated budget: $225,000 annually for IU Health (system). Additional resources include staff time to coordinate IU Health Serves and staff participation in service projects. Anticipated impact as of December 31, 2024.	

Jay 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients that have healthcare coverage and understand their benefits.
Annual budget and time frame	
Estimated budget: Financial assistance is not a budgeted variable. $60,000 annually for IU Health (system). Additional resources include staff time to assist patients in applying for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Implement Medical provider recruitment plan to address areas experiencing a shortage of primary and specialty care services.	
Strategy	**Evaluation mechanism**
▪ Recruit new primary care, obstetric, mental health and other specialty medical providers to practice in the IU Health East Central Region (ECR).[5] ▪ Utilize IU Health's internal recruitment resources.	▪ Add a balanced ratio of new physician and advanced practice providers each year to the IU Health ECR.
Annual budget and time frame	
Estimate budget: Additional resources include staff time to identify areas of need, manage facility needs and coordinate recruitment efforts at the IU Health system level. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Healthy Beginnings Program.	
Strategy	**Evaluation mechanism**
▪ Maternal Infant Navigator to provide Prenatal and postnatal care. ▪ Provide lactation consultations to new mothers.	▪ Increase breastfeeding rates within the program. ▪ Increase outreach and referrals in Jay County.
Annual budget and time frame	
Estimate budget: $358,000 over three years. Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Implement Mobile Integrated Health Care – Paramedicine.	
Strategy	**Evaluation mechanism**
▪ Facilitate 80-hour curriculum Paramedicine training for Paramedic, Emergency Medical Services (EMS) and Fire Department personnel. ▪ Coordinate IU Health paramedic personnel and affiliate EMS organizations to deploy at hospital or physician point of care to establish post discharge care in home environment in six county area.	▪ Improve continuity of care post-discharge resulting in reduced hospital re-admissions among the identified population.
Annual budget and time frame	
Estimate budget: Additional resources include staff time to coordinate 80-hour paramedicine curriculum for local EMS providers. Anticipated impact as of December 31, 2024.	

[5] *IU Health's East Central Region includes the hospitals IU Health Ball, Blackford and Jay.*

Initiative: Further implement Infant and Maternal Health Programs.	
Strategy	**Evaluation mechanism**
▪ Perinatal Coordinator will facilitate a network of regional collaborators to enhance efforts to decrease infant mortality and improve the health of newborns and women. ▪ Collaborations emphasize promotion of tobacco cessation, perinatal quality improvement, safe sleep and lactation support.	▪ Increase the scope of collaborator network. ▪ Promote resources in community.
Annual budget and time frame	
Estimate budget: $52,000 annually. Additional resources include staff time to coordinate programs; training for staff and providers; coalition building; and program development. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Support senior-focused programs at local events in the community.	
Strategy	**Evaluation mechanism**
▪ Provide access to free screenings, general health education, fitness programs and activities to promote active and healthy lifestyles for seniors. ▪ Provide resources/referrals for screenings that are abnormal.	▪ Increase seniors' access to healthcare education, screenings and healthy lifestyle activities. ▪ Increase the number of community education seminars offered with topics appropriate for aging population.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to coordinate programming and outreach activities. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Further implement Comprehensive Outpatient Addiction Treatment in Jay County.	
Strategy	**Evaluation mechanism**
Provided the following services to individuals and families: ▪ Intensive Outpatient Program (Virtual) (IOP) ▪ Individual therapy ▪ Group therapy ▪ Aftercare services ▪ Peer Recovery Coaching Program ▪ Medication Assisted Treatment (MAT) ▪ Community education – via Naloxone training	▪ Improve access to services, MAT availability and reduction in overdose deaths. ▪ Ensure a provider is certified to provide MAT and sees patients two days per week in Jay County.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Initiative: Implement IU Health Jay Virtual Care Behavioral Health.	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to manage local aspects of program. Anticipated impact as of December 31, 2024.	

Initiative: Support the Consortium for Opioids Response and Engagement-East Central Indiana (CORE-ECI).	
Strategy	**Evaluation mechanism**
▪ IU Health Blackford and Jay will work alongside partners to build sustainable consortium of stakeholders to combat the opioid crisis. ▪ Focus on early intervention of children, adolescents and families with a focus on the individual, interpersonal, community and societal influences that produce health disparities, stigma and bias and cultural insensitivities.	▪ Remove barriers to prevention, treatment and recovery that impact health outcomes. ▪ Build on the strengths of the communities to address substance use and opioid-poisoning deaths in the community.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to assist with initiative. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Support the Healthy Community Alliance of East Central Indiana (HCA).	
Strategy	**Evaluation mechanism**
▪ Facilitate organization recruitment and engagement using the collective impact model around improved nutrition, increased physical activity and tobacco cessation. ▪ Organize workgroups and develop partner tools for audience engagement, including Food Council of East Central Indiana.	▪ HCA collaborator base will continue to grow by five collaborators each year. ▪ Partner growth and increased engagement among senior, resource limited, minority and faith-based organizations.
Annual budget and time frame	
Estimated budget: $40,000 annually. Additional resources include staff time to coordinate program. Anticipated impact as of December 31, 2024.	

Initiative: Provide outpatient nutrition counseling.	
Strategy	**Evaluation mechanism**
▪ Provide no-cost outpatient nutrition counseling following physician referral. ▪ Promote no-cost outpatient nutrition services to community audiences at health fairs, events and through the HCA partner network.	▪ Increase visibility of nutrition counseling and support group opportunities at community events, including those serving senior, resource limited and minority audiences. ▪ Increase participation in nutrition counseling and support group offerings.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include staff time to promote availability of program in community setting. Anticipated impact as of December 31, 2024.	

Initiative: Further implement IU Health Days of Service (volunteer event engaging IU Health team members in activities that benefit the community).	
Strategy	**Evaluation mechanism**
▪ Promote health, wellness, good nutrition and active living through annual Days of Service by making improvements to local parks, greenways and local recreation areas.	▪ Increase the amount of equipment and activities in the community available to all families and seniors for physical activity as a result of Days of Service activities.
Annual budget and time frame	
Estimated budget: $2,500 annually. Additional resources include staff time to coordinate projects with community partners. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Promote the use of Quit Now Indiana (1-800 Quit Now). Promote the use of Quit Now Indiana (1-800 Quit Now).	
Strategy	**Evaluation mechanism**
▪ Distribute *1-800 Quit Now* Toolkits to community partners. ▪ Encourage IU Health providers to refer to the Indiana Tobacco Quitline.	▪ Increase referrals to the Indiana Tobacco Quitline.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate program and training for staff and providers. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Advance community collaborations and interventions with support from the Community Impact and Investment Fund (CII).	
Strategy	**Evaluation mechanism**
▪ Share CII Fund opportunity with community-based organizations and agencies. ▪ Identify community partners and interventions to address CII Fund focus areas.	▪ Increase collaborative partnerships with community-based organizations to address social determinants of health. ▪ Increase health and well-being in the community by addressing the social determinants of health.
Annual budget and time frame	
Estimated budget: Dependent on the budget of the proposed initiative. Additional resources include staff time to coordinate projects related to CII Fund opportunities and data reporting. Anticipated impact as of December 31, 2024.	

Initiative: Support Farmers Market Education Program.	
Strategy	**Evaluation mechanism**
▪ Engage local organizations to recruit families with limited resources to participate in the program. ▪ Provide opportunities for families to learn about the nutrition value of fresh produce, physical activity and tobacco cessation.	▪ At least 100 families participate each year at locations in Delaware, Blackford and Jay Counties. ▪ 75% or more of families report increased use of produce into meals following program participation.
Annual budget and time frame	
Estimated budget: $6,000 annually. Additional resources include staff time to coordinate and provide programming on site at events. Anticipated impact as of December 31, 2024.	

Initiative: Assist people from racial and ethnic minority groups with accessing health services in the community.	
Strategy	**Evaluation mechanism**
▪ Create information regarding local health and wellness services in community members' native language. ▪ Identify community groups and leaders to help make connections with limited-English proficient populations.	▪ Increase knowledge of local healthcare services available among community members with limited English proficiency.
Annual budget and time frame	
Estimated budget: $1,000 annually. Additional resources include staff time to coordinate and provide services. Anticipated impact as of December 31, 2024.	

North Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support the Trinity Free Clinic (free medical clinic providing healthcare services in the community).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand free and low-cost health services at the medical clinic. ▪ Encourage IU Health North Hospital team members to assist in staffing the medical clinic.	▪ Increase the number of patients treated at the medical clinic by 22,500. ▪ Maintain the number of hours per year that IU Health North Hospital team members staff the medical clinic.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include staff time to support the medical clinic. Anticipated impact as of December 31, 2024.	

Initiative: Support Heart & Soul Clinic's operations (free medical clinic providing healthcare services in the community).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand language and translation services for residents with limited English proficiency. ▪ Provide funding to expand free and low-cost health services at the medical clinic.	▪ Increase the numbers of residents who receive language services by 600. ▪ Increase the number of patients treated at the medical clinic by 3,600.
Annual budget and time frame	
Estimate budget: $5,000 annually. Additional resources include staff time to support the medical clinic. Anticipated impact as of December 31, 2024.	

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and that understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to assist patients in applying for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Provide vaccine clinics in the community.	
Strategy	**Evaluation mechanism**
▪ Collaborate with local organizations to host vaccine clinics in under-resourced communities and/or with residents in need to increase access to vaccinations. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of clinics hosted in the community. ▪ Increase the number of residents that have received a vaccine by at least 600.
Annual budget and time frame	
Estimate budget: $7,000 annually. Additional resources include staff time to prepare for and operate the clinics and to administer and document flu vaccines. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Support the Shepherd's Center of Hamilton County's geriatric counseling program (offers virtual, outpatient and home-based therapy to improve mental well-being among seniors).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand the geriatric counseling program. ▪ Collaborate with the IU Health Connected Care team to initiate referrals and participate in Mental Health Taskforce meetings.	▪ Increase the number of seniors who participate in the counseling program. ▪ Maintain the number of IU Health referrals to the program.
Annual budget and time frame	
Estimated budget: $25,000 annually. Additional resources include staff time to participate in the Mental Health Taskforce and to lead program services. Anticipated impact as of December 31, 2024.	

Initiative: Offer programming at the PrimeLife Enrichment (PLE) senior center.	
Strategy	**Evaluation mechanism**
▪ IU Health North Hospital staff to provide quarterly health education presentations. ▪ Administer health services, such as flu shots and screenings.	▪ At least 85% of senior attendees report an increase in healthcare knowledge after each presentation. ▪ Increase by 300 the number of seniors participating in health service offerings.
Annual budget and time frame	
Estimated budget: $4,000 annually. Additional resources include staff time to plan and present health education presentations and to administer health services. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Support Indiana Center for Prevention of Youth Abuse and Suicide (ICPYAS).	
Strategy	**Evaluation mechanism**
▪ Provide funding to support child abuse and suicide prevention programming for youth and adults in Hamilton County.	▪ Increase the number of community members who participate in ICPYAS curriculum. ▪ IU Health North Hospital team members increase their knowledge surrounding youth abuse and suicide by participating in ICPYAS trainings.
Annual budget and time frame	
Estimated budget: $4,000 annually. Additional resources include staff time to participate in ICPYAS trainings. Anticipated impact as of December 31, 2024.	

Initiative: Support Hamilton County organizations that provide services for residents who are victims of crime, abuse and trauma or experience general behavioral health challenges.	
Strategy	**Evaluation mechanism**
▪ Provide funding for local organizations to expand behavioral health and support services in the community. ▪ Support A Healthier Hamilton County: Systems of Care's (SOC) staff to offer behavioral health trainings in the community.	▪ Increase the number of residents who receive support services. ▪ Maintain the number of behavioral health trainings offered in the community.
Annual budget and time frame	
Estimated budget: $11,000 annually. Additional resources include staff time to coordinate the financial contribution. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients who have substance use concerns with virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients who receive behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Implement Fresh & Fit (a free 10-week fitness and nutrition program to improve overall physical and mental health).	
Strategy	**Evaluation mechanism**
▪ Recruit residents to participate in the program. ▪ Provide three health screenings during the program to measure changes in cholesterol, triglycerides, glucose, A1C, blood pressure and weight.	▪ Participants reduce their weight by 10 pounds, on average. ▪ 60% of participants improve their blood pressure, cholesterol and A1C.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include clinician staff time to administer health screenings; dietitian staff time to assist with nutrition plans; and staff time to coordinate the program. Anticipated impact as of December 31, 2024.	

Initiative: Provide resources to support individuals living and coping with cancer.	
Strategy	**Evaluation mechanism**
▪ Offer support groups and programming for patients with cancer, survivors and caregivers. ▪ Provide free bra-fitting examinations for individuals living with breast cancer.	▪ Increase the number of individuals who participate in integrative health programming. ▪ Increase the number of individuals who receive a bra-fitting examination.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include staff time to lead and plan for events and salaries for bra-fitting staff. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Support the HOPE Family Care Center (provides free medical, dental and counseling services to residents).	
Strategy	**Evaluation mechanism**
▪ Provide funding to offer a monthly women's clinic that offers free health services. ▪ Encourage IU Health North Hospital team members to assist in staffing the medical clinic.	▪ Increase the number of patients treated at the women's clinic. ▪ Increase access to healthcare services for women who are underinsured/uninsured or with lower incomes.
Annual budget and time frame	
Estimated budget: $5,500 annually. Additional resources include staff time to support the clinic. Anticipated impact as of December 31, 2024.	

Initiative: Offer free education and resources that reduce infant mortality and promote well-being for children and families.	
Strategy	**Evaluation mechanism**
▪ Provide parenting and prenatal programming to community members. ▪ Offer classes on how to perform CPR and first aid for infants and children.	▪ Increase the number of individuals who participate in classes, support groups and programming.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include staff time to lead and plan for events and supplies for programming. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Support the Tobacco Free Hamilton County Alliance (TFHC).	
Strategy	**Evaluation mechanism**
▪ Provide funding to support TFHC's initiatives. ▪ Support proposals for smoke-free businesses, policies and other TFHC efforts.	▪ TFHC offers community education and resources to promote tobacco cessation. ▪ Increase the number of referrals by Hamilton County physician practices to the Indiana Tobacco Quitline.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to participate in TFHC initiatives. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Support Aspire Indiana Health (provides primary medical and behavioral healthcare and addresses non-medical barriers to health).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand the clinic's employment assistance program that offers trainings, licensure and certifications to residents who are low-income and experiencing homelessness.	▪ Increase the number of residents supported by the employment assistance program. ▪ Increase access and opportunity for employment.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to support the clinic. Anticipated impact as of December 31, 2024.	

Initiative: Support access to healthy food and basic sustenance for families who are low-income and struggling to meet basic needs.	
Strategy	**Evaluation mechanism**
▪ Provide funding for Good Samaritan Network of Hamilton County's Holiday Assistance program that supplies food to families who are low-income. ▪ Provide IU Health ISCs to help individuals and families who are low-income with enrollment in Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF).	▪ Increase the number of individuals and families who receive food through community-based programs. ▪ Increase the number of residents enrolled in programs that help pay for food.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to assist with enrollment in government programs. Anticipated impact as of December 31, 2024.	

Paoli Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients that have healthcare coverage and that understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide training for clinical staff in primary care. ▪ Determine if a patient has an urgent need (e.g., life threatening event, abuse, neglect or social need threatening the welfare of the patient) that should be addressed immediately.	▪ Virtual urgent consults available to all primary care practices for adult and pediatric populations. ▪ Maintain virtual and embedded social workers within IU Health primary care clinics to assist people struggling with social needs.
Annual budget and time frame	
Estimated budget: $1.1 million annually for the IU Health (system). Additional resources include staff time to support Integrated Social Work workflow. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Develop access points for referral to behavioral health care.	
Strategy	**Evaluation mechanism**
▪ Support integrated Social Worker (SW) in Primary Care office who would provide link to IU Health Paoli Hospital Community Health programming and other resources. ▪ Support virtual care for behavioral health support in rural schools.	▪ Increase the number of individuals who receive connection to appropriate supportive services. ▪ Orange County School students will have access to virtual behavioral health resources.
Annual budget and time frame	
Estimated budget: $100,000 annually. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients with substance use concerns virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Provide peer recovery coaching and virtual psych assessments in pediatric behavioral health services.	▪ Increase the number of patients with substance use problems who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients who receive behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Provide screening for chronic diseases and linkage to care.	
Strategy	**Evaluation mechanism**
▪ Provide screenings for blood pressure and prediabetes in the community. ▪ NFP will screen clients and connect to services for hypertension and gestational diabetes care.	▪ Increase the number of individuals who are aware of their risk factors for certain chronic diseases and refer them for care. ▪ Increase the number of first-time moms who receive education and support on hypertension and gestational diabetes.
Annual budget and time frame	
Estimated budget: $100,000 annually. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Connect pregnant women to appropriate resources in the community.	
Strategy	**Evaluation mechanism**
▪ Sustain Licensed Clinical Social Worker (LCSW) to bridge behavioral health needs of NFP moms and team. ▪ Provide safe sleep, car seat, and CPR resources to individuals and families in need of services.	▪ LCSW will see clients based in Orange County. ▪ Safe sleep, car seat and CPR resources will be available in Orange County.
Annual budget and time frame	
Estimated budget: $50,000 annually. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Screen individuals for tobacco use and link to tobacco cessation resources and services.	
Strategy	**Evaluation mechanism**
▪ Screen patients and clients for tobacco product use and link to Tobacco Hub and local resources. ▪ Develop school connections for referral to Teens Beat Tobacco classes.	▪ Tobacco users will easily access tobacco cessation supports. ▪ Schools in the community will have resources to support students using tobacco.
Annual budget and time frame	
Estimated budget: $50,000 annually. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: All Community Health Strategies will support social determinants of health (SDOH).	
Strategy	**Evaluation mechanism**
▪ Connect community members to services using IUHealthconnect.org/Findhelp.org. ▪ Support local travel of community members seeking community health services (e.g., provide bus passes or gas cards).	▪ Primary care patients will be referred to social services in the community and increase the number of screened individuals connected to appropriate services. Community members will be able to self-refer to services and programs. ▪ Transportation will not be a barrier to care.
Annual budget and time frame	
Estimated budget: $50,000 annually. Anticipated impact as of December 31, 2024.	

Saxony Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support the Trinity Free Clinic (free medical clinic providing healthcare services in the community).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand free and low-cost health services at the medical clinic. ▪ Encourage IU Health team members to assist in staffing the medical clinic.	▪ Increase the number of patients treated at the medical clinic by 22,500. ▪ Maintain the number of hours per year that IU Health Saxony Hospital team members staff the medical clinic.
Annual budget and time frame	
Estimated budget: $10,000 annually. Additional resources include staff time to support the medical clinic. Anticipated impact as of December 31, 2024.	

Initiative: Support Heart & Soul Clinic's operations (free medical clinic providing healthcare services in the community).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand language and translation services for residents with limited English proficiency. ▪ Provide funding to expand free and low-cost health services at the medical clinic.	▪ Increase the numbers of residents who receive language services by 600. ▪ Increase the number of patients treated at the medical clinic by 3,600.
Annual budget and time frame	
Estimate budget: $5,000 annually. Additional resources include staff time to support the medical clinic. Anticipated impact as of December 31, 2024.	

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and that understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to assist patients in applying for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Provide vaccine clinics in the community.	
Strategy	**Evaluation mechanism**
▪ Collaborate with local organizations to host vaccine clinics in under-resourced communities and/or with residents in need to increase access to vaccinations. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of clinics hosted in the community. ▪ Increase the number of residents that have received a vaccine by at least 600.
Annual budget and time frame	
Estimate budget: $7,000 annually. Additional resources include staff time to prepare for and operate the clinics and to administer and document flu vaccines. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Support the Shepherd's Center of Hamilton County's geriatric counseling program (offers virtual, outpatient and home-based therapy to improve mental well-being among seniors).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand the geriatric counseling program. ▪ Collaborate with the IU Health Connected Care team to initiate referrals and participate in Mental Health Taskforce meetings.	▪ Increase the number of seniors who participate in the counseling program. ▪ Maintain the number of IU Health referrals to the program.
Annual budget and time frame	
Estimated budget: $25,000 annually. Additional resources include staff time to participate in the Mental Health Taskforce and to lead program services. Anticipated impact as of December 31, 2024.	

Initiative: Offer programming at the PrimeLife Enrichment (PLE) senior center.	
Strategy	**Evaluation mechanism**
▪ IU Health staff to provide quarterly health education presentations. ▪ Administer health services, such as flu shots and screenings.	▪ At least 85% of senior attendees report an increase in healthcare knowledge after each presentation. ▪ Increase by 300 the number of seniors participating in health service offerings.
Annual budget and time frame	
Estimated budget: $4,000 annually. Additional resources include staff time to plan and present health education presentations and to administer health services. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Support Indiana Center for Prevention of Youth Abuse and Suicide (ICPYAS).	
Strategy	**Evaluation mechanism**
▪ Provide funding to support child abuse and suicide prevention programming for youth and adults in Hamilton County.	▪ Increase the number of community members who participate in ICPYAS curriculum. ▪ IU Health team members increase their knowledge surrounding youth abuse and suicide by participating in ICPYAS trainings.
Annual budget and time frame	
Estimated budget: $4,000 annually. Additional resources include staff time to participate in ICPYAS trainings. Anticipated impact as of December 31, 2024.	

Initiative: Support Hamilton County organizations that provide services for residents who are victims of crime, abuse and trauma or experience general behavioral health challenges.	
Strategy	**Evaluation mechanism**
▪ Provide funding for local organizations to expand behavioral health and support services in the community. ▪ Support A Healthier Hamilton County: Systems of Care's (SOC) staff to offer behavioral health trainings in the community.	▪ Increase the number of residents who receive support services. ▪ Maintain the number of behavioral health trainings offered in the community.
Annual budget and time frame	
Estimated budget: $11,000 annually. Additional resources include staff time to coordinate the financial contribution. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients who have substance use concerns with virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients who receive behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Implement Fresh & Fit (a free 10-week fitness and nutrition program to improve overall physical and mental health).	
Strategy	**Evaluation mechanism**
▪ Recruit residents to participate in the program. ▪ Provide three health screenings during the program to measure changes in cholesterol, triglycerides, glucose, A1C, blood pressure and weight.	▪ Participants reduce their weight by 10 pounds, on average. ▪ 60% of participants improve their blood pressure, cholesterol and A1C.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include clinician staff time to administer health screenings; dietitian staff time to assist with nutrition plans; and staff time to coordinate the program. Anticipated impact as of December 31, 2024.	

Initiative: Mudsock Youth Athletics (local community-based organization providing out-of-school recreational opportunities for youth).	
Strategy	**Evaluation mechanism**
▪ Provide funding to support the Player-in-Need program, which offers scholarships for families who are low-income to enroll their children in recreational sports at a free or reduced cost. ▪ Provide funding to buy sporting goods for free equipment libraries to support physical activity.	▪ Provide over 270 sports scholarships to families. ▪ Increase the number of children involved in recreational sports.
Annual budget and time frame	
Estimated budget: $13,000 annually. Additional resources include first aid kit supplies and staff time to assemble first aid kits. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Support the Tobacco Free Hamilton County Alliance (TFHC).	
Strategy	**Evaluation mechanism**
▪ Provide funding to support TFHC's initiatives. ▪ Support proposals for smoke-free businesses, policies and other TFHC efforts.	▪ TFHC offers community education and resources to promote tobacco cessation. ▪ Increase the number of referrals by Hamilton County physician practices to the Indiana Tobacco Quitline.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to participate in TFHC initiatives. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Support Aspire Indiana Health (provides primary medical and behavioral healthcare and addresses non-medical barriers to health).	
Strategy	**Evaluation mechanism**
▪ Provide funding to expand the clinic's employment assistance program that offers trainings, licensure and certifications to residents who are low-income and experiencing homelessness.	▪ Increase the number of residents supported by the employment assistance program. ▪ Increase access and opportunity for employment.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to support the clinic. Anticipated impact as of December 31, 2024.	

Initiative: Support access to healthy food and basic sustenance for families who are low-income and struggling to meet basic needs.	
Strategy	**Evaluation mechanism**
▪ Provide funding for Good Samaritan Network of Hamilton County's Holiday Assistance program that supplies food to families who are low-income. ▪ Offer Fresh Bucks at the Fishers Farmers Market for Supplemental Nutrition Assistance Program (SNAP) recipients to purchase healthy produce.	▪ Increase the number of individuals and families who receive food through community-based programs. ▪ Increase the number of residents enrolled in programs that help pay for food.
Annual budget and time frame	
Estimated budget: $8,000 annually. Additional resources include staff time to assist with enrollment in government programs. Anticipated impact as of December 31, 2024.	

Tipton Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Provide vaccine clinics in the community.	
Strategy	**Evaluation mechanism**
▪ Implement vaccine clinics on dates and times that are accessible to a variety of populations in the community. ▪ Ensure services demonstrate cultural humility.	▪ IU Health Tipton Hospital will have partnered with community organizations to host vaccine clinics to reach different populations and leverage resources. ▪ Increase the number of community members who have received vaccines by at least 500.
Annual budget and time frame	
Estimated budget: $1,000 annually. Additional resources include staff time to prepare for and operate the clinics and to administer and document the vaccines. Anticipated impact as of December 31, 2024.	

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and that understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to assist patients in applying for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Support the Encore Transportation Program (community transportation program for seniors to access necessary services and appointments).	
Strategy	**Evaluation mechanism**
▪ Provide funding for Encore Lifestyle and Enrichment Center to continue the operation of the transportation program for seniors to access medical appointments, groceries, banking and other basic living needs.	▪ Increase and/or maintain the current ridership of the transportation system for seniors in the community each year.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Initiative: Support senior-focused programs at local events in the community.	
Strategy	**Evaluation mechanism**
▪ Provide access to free screenings, general health education, fitness programs and activities to promote active and healthy lifestyles for seniors. ▪ Provide resources/referrals for screenings that are abnormal.	▪ Increase seniors' access to healthcare education, screenings and healthy lifestyle activities. ▪ Decrease the social isolation needs in homebound seniors.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate the programs and funds for staff certifications. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients with substance use concerns virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients who receive behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Support community Smoking Cessation Program (educate and reduce the use of tobacco products in community members interested in quitting smoking).	
Strategy	**Evaluation mechanism**
▪ Provide funding for local Smoking Cessation Program to provide education, resources and supplies to community members interested in quitting smoking.	▪ Decrease the number of community members who use tobacco products by 20%.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate the grant and meeting space for counseling appointments. Anticipated impact as of December 31, 2024.	

Initiative: Further implement IU Health Serves Days of Service (volunteer event engaging IU Health team members in activities that benefit the community).	
Strategy	**Evaluation mechanism**
▪ Promote health, wellness, good nutrition and active living through annual Days of Service by making improvements to local parks.	▪ Increase the amount of equipment and activities in the community available to all families and seniors for physical activity as a result of Days of Service activities.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to coordinate program and supplies needed for activities (or equipment). Anticipated impact as of December 31, 2024.	

Initiative: Implement Fresh & Fit (a free 10-week fitness and nutrition program to improve overall physical and mental health).	
Strategy	**Evaluation mechanism**
▪ Recruit residents to participate in the program. ▪ Provide three health screenings during the program to measure changes in cholesterol, triglycerides, glucose, A1C, blood pressure and weight.	▪ After participation in the Fresh & Fit program, increase the number of community members who are physically active, eating healthy and improving their overall well-being.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to coordinate the program; funds for clinician staff time to administer health screenings; and dietitian staff time to assist with nutrition plans. Anticipated impact as of December 31, 2024.	

Initiative: Provide community screenings and education initiatives.	
Strategy	**Evaluation mechanism**
▪ Provide free screenings and education on common diseases to community members at local events and/or organizational partners. ▪ Provide resources/referral for screenings that are abnormal.	▪ Increase awareness of good health among community members participating in community screenings and educational initiatives. ▪ Increase screenings available to residents in the community.
Annual budget and time frame	
Estimated budget: $1,500 annually. Additional resources include staff time to coordinate programs. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Further implement Car Seat Program (education on properly fitting child safety seats).	
Strategy	**Evaluation mechanism**
▪ Provide free education and car seats to families who are low-income and families presenting a need through an ED visit.	▪ Increase knowledge of properly fitting car seats for families served through the program. ▪ Increase the number of car seats installed properly through the program.
Annual budget and time frame	
Estimated budget: $500 annually. Additional resources include staff time to coordinate program and funds to purchase additional car seats. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Support local, community programs that serve families with lower incomes.	
Strategy	**Evaluation mechanism**
▪ Provide financial assistance to local organizations serving families with lower incomes or limited access to services.	▪ Increase access to basic family staples (food, laundry and hygiene) for families in the community served by local, community-based organizations.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Initiative: Support My Closet – Tipton Community School Corporation (TCSC) (clothing pantry for TCSC students in need of basic clothing items).	
Strategy	**Evaluation mechanism**
▪ Provide funding for My Closet program to purchase shirts, pants, winter items, shoes, etc. for families needing these items for their school aged children.	▪ Increase and/or maintain adequate inventory of basic clothing items for children. ▪ Increase the number of children who have clothing living in families who cannot afford new clothing.
Annual budget and time frame	
Estimated budget: $1,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

West Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Provide primary care access to Hendricks County residents without insurance by supporting Hope Healthcare Services.	
Strategy	**Evaluation mechanism**
▪ Provide funding to increase free and low-cost health services to individuals who are underinsured/uninsured. ▪ Encourage IU Health West Hospital team members to assist in staffing the clinic.	▪ Increase number of Hendricks County residents served. ▪ Decrease low-acuity emergency department (ED) visits.
Annual budget and time frame	
Estimate budget: $35,000 annually. Additional resources include staff time to coordinate the financial contribution. Anticipated impact as of December 31, 2024.	

Initiative: Ensure all individuals can access healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and that understand their benefits.
Annual budget and time frame	
Estimate budget: The financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Provide vaccine clinics in the community.	
Strategy	**Evaluation mechanism**
▪ Identify populations at risk of illness in the community that need access to vaccines. ▪ Collaborate with community partners to plan and promote vaccine clinics to populations at risk of illness.	▪ At least 10 clinics are provided in the community. ▪ Multiple community partners have engaged with IU Health West Hospital to reach different populations and leverage resources.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to organize and coordinate the clinics and supplies and technology resources needed at the clinics. Anticipated impact as of December 31, 2024.	

Community health need: Aging population and needs of seniors

Goal: Promote the health and well-being of older adults through the aging process.

Initiative: Support senior-focused programs at local events in the community.	
Strategy	**Evaluation mechanism**
▪ Provide access to free screenings, vaccines, general health education and activities to promote active and healthy lifestyles for seniors during the annual Prime Time Expo and other public events.	▪ Increase seniors' access to healthcare education, screenings and nutrition. ▪ Annually, at least 100 seniors participate at the Prime Time Expo.
Annual budget and time frame	
Estimated budget: $2,500 annually. Additional resources include staff time to coordinate the programs. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Support Sheltering Wings domestic violence recognition and prevention programming.	
Strategy	**Evaluation mechanism**
▪ Provide funding to support safe shelter for and evaluation of Sheltering Wings residents. ▪ Support Sheltering Wings educational outreach efforts.	▪ Improve long-term stability of domestic violence victims and reduced return victimization. ▪ Improve recognition of unhealthy relationships
Annual budget and time frame	
Estimated budget: $20,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Initiative: Provide treatment for patients through the Addiction & Pain Management Program at IU Health West Hospital.	
Strategy	**Evaluation mechanism**
▪ Continue replicating the Academic Health Center's successful Addictions and Pain Management Program in the IU Health West Hospital service area. ▪ Assess patients with behavioral health concerns in the ED and refer them to virtual peer recovery counseling when necessary.	▪ Increase the number of patients receiving needed virtual care services. ▪ Increase successful patient follow-ups.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other behavioral services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Provide SMART (Self-Management And Recovery Training) program to give community members struggling with substance use disorder (SUD) the tools to achieve and maintain abstinence from drugs.	
Strategy	**Evaluation mechanism**
▪ Host ongoing SMART support group sessions for community members struggling with a SUD. ▪ Provide funding for supplies and resources necessary to facilitate program.	▪ Year 1 determine baseline. ▪ Increase the participation in the program.
Annual budget and time frame	
Estimated budget: $895 for startup year, $350 annually for supplies. Additional resources include meeting space and staff time. Anticipated impact as of December 31, 2024.	

Initiative: Support behavioral health services for children who have experienced child abuse.	
Strategy	**Evaluation mechanism**
▪ Fund MHAHC's Connections Social Club programming. ▪ Conduct pre and post surveys to measure success of program.	▪ Year 1 determine baseline. ▪ Increase the participation in the program.
Annual budget and time frame	
Estimated budget: $10,000 annually. Additional resources include staff time to coordinate the grant and staff time to volunteer. Anticipated impact as of December 31, 2024.	

Community health need: Chronic disease and chronic disease management

Goal: Reduce the burden of chronic disease and improve quality of life for people who have, or are at risk for, a chronic disease.

Initiative: Implement Fresh & Fit (a free 10-week fitness and nutrition program to improve overall physical and mental health).	
Strategy	**Evaluation mechanism**
▪ Recruit residents to participate in the program. ▪ Provide three health screenings during the program to measure changes in cholesterol, triglycerides, glucose, A1C, blood pressure and weight.	▪ Yearly, 70% of participants complete the 10-week program. ▪ Participants reduce their weight by 10 pounds, on average.
Annual budget and time frame	
Estimated budget: $15,000 annually. Additional resources include clinician staff time to administer health screenings; dietitian staff time to assist with nutrition plans; and staff time to coordinate the program. Anticipated impact as of December 31, 2024.	

Initiative: Further implement IU Health Serves Days of Service (volunteer event engaging IU Health team members in activities that benefit the community).	
Strategy	**Evaluation mechanism**
▪ Partner with Brownsburg Parks and Recreation to make improvements in local parks and encourage increased physical activity. ▪ Collaborate with Hendricks County non-profits to participate in service projects that address CHNA-defined health priorities.	▪ Maintain the number of IU Health team members involved in Days of Service.
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to coordinate program and staff time to volunteer in projects. Anticipated impact as of December 31, 2024.	

Initiative: Continue support of B&O trail expansion through Hendricks County.	
Strategy	**Evaluation mechanism**
▪ Support state grant to fund ten-mile section of trail expansion.	▪ Increase the use of the trail.
Annual budget and time frame	
Estimated budget: $12,500 annually. Additional resources include staff time to coordinate grant and volunteer on trail construction. Anticipated impact as of December 31, 2024.	

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Provide free child safety seat education.	
Strategy	**Evaluation mechanism**
▪ Provide free car seat education, inspections and installations to ensure child safety seats are properly fitted and installed.	▪ Annually, increase the number of individuals who participate in education classes. ▪ Increase the number of properly installed car seats.
Annual budget and time frame	
Estimated budget: $500 annually. Additional resources include staff time to lead and plan events and supplies for programming. Anticipated impact as of December 31, 2024.	

Community health need: Smoking, tobacco use and exposure to secondhand smoke

Goal: Reduce illness, disability and death related to tobacco use and secondhand smoke.

Initiative: Support the Hendricks County Health Partnership (HCHP) to expand outreach efforts and promote tobacco cessation resources in the community.	
Strategy	**Evaluation mechanism**
▪ Provide funding to support HCHP's initiatives. ▪ Collaborate with IU Health physician liaisons to place Tobacco Quitline materials and cessation toolkits in physician practices.	▪ Increase awareness among high school students about the dangers of e-cigarettes. ▪ Ensure Hendricks County physician practices refer individuals to the Tobacco Quitline
Annual budget and time frame	
Estimated budget: $5,000 annually. Additional resources include staff time to coordinate the grant. Anticipated impact as of December 31, 2024.	

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment).	
Strategy	**Evaluation mechanism**
▪ Screen patients for any tobacco use. ▪ If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP.	▪ Increase the number of patients screened for tobacco use. ▪ Increase patient access to evidence-based tobacco cessation treatment.
Annual budget and time frame	
Estimated budget: $450,000 annually for IU Health (system). Additional resources include staff time to coordinate program; training for staff and providers; and discharge planning. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Provide educational programming for children through Kindergarten Countdown (a summer program designed for kindergartners in families with lower incomes to get them prepared for the fall semester).	
Strategy	**Evaluation mechanism**
▪ Provide funding for staff salaries, programming, nutrition and books. ▪ Provide IU Health staff volunteers to aide in classroom supervision and instruction.	▪ Increase academic knowledge and social skills of children participating in the program. ▪ Each summer, 80% of children enrolled in the program will complete the program.
Annual budget and time frame	
Estimated budget: $16,500 annually. Additional resources include staff time to coordinate the program and team member volunteer time to work the program. Anticipated impact as of December 31, 2024.	

Initiative: Provide vouchers to residents to purchase healthy produce at Farmers Markets and fund local food pantries.	
Strategy	**Evaluation mechanism**
▪ Fund the printing and distribution of Double UP Food Bucks at participating Farmers Markets. ▪ Provide funding to 18 local food pantries.	▪ Increase the use of the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and in Supplemental Nutrition Assistance Program (SNAP) vouchers at Farmers Markets. ▪ Reduce food insecurity and hunger.
Annual budget and time frame	
Estimated budget: $7,500 annually. Additional resources include staff time to coordinate grant. Anticipated impact as of December 31, 2024.	

White Memorial Hospital 2022-2024 Community Benefits Plan

Below is a summary of the community benefits plan. All stakeholders, including community members, are invited to review the report in its entirety at **iuhealth.org/in-the-community/community-benefit** and provide comments to **communitybenefit@iuhealth.org**.

Community health need: Access to healthcare services

Goal: Increase access to comprehensive, affordable and equitable healthcare services.

Initiative: Support Mobile Integrated Health Program/Community Paramedicine Program.	
Strategy	**Evaluation mechanism**
▪ Refer patients to community paramedicine program. ▪ Provide follow-up services at patient's home.	▪ Decrease readmittance to hospital or emergency department. ▪ Increase access to health services in the community, including fall risk assessments, wound care, chronic disease management, transportation and more.
Annual budget and time frame	
Estimate budget: $100,000 in 2022. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategy	**Evaluation mechanism**
▪ Provide medical financial assistance. ▪ Educate community members on how to qualify for financial assistance based on the IU Health financial assistance policy.	▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and who understand their benefits.
Annual budget and time frame	
Estimate budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs. Anticipated impact as of December 31, 2024.	

Initiative: Provide IU Health Arnett Primary Care Walk-in Clinic in Monticello.	
Strategy	**Evaluation mechanism**
▪ Provide onsite same-day services without an appointment. ▪ Clinic hours will be Monday – Friday from 8 am – 5 pm.	▪ Increased access for same-day services. ▪ Decreased misuse of emergency department services.
Annual budget and time frame	
Estimated budget: Additional resources include hospital space and staff time. Anticipated impact as of December 31, 2024.	

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategy	**Evaluation mechanism**
▪ Provide training for clinical staff in primary care. ▪ Determine if a patient has an urgent need (e.g., life threatening event, abuse, neglect or social need threatening the welfare of the patient) that should be addressed immediately.	▪ Virtual urgent consults available to all primary care practices for adult and pediatric populations. ▪ Maintain virtual and embedded social workers within IU Health primary care clinics to assist people struggling with social needs.
Annual budget and time frame	
Estimated budget: $1.1 million annually for IU Health (system). Additional resources include staff time to support Integrated Social Work workflow. Anticipated impact as of December 31, 2024.	

Community health need: Behavioral health

Goal: Increase access to comprehensive, affordable and equitable behavioral health services.

Initiative: Support community access to strategies to prevent opioid overdose in the community.	
Strategy	**Evaluation mechanism**
▪ Distribute naloxone to community. ▪ Promote the IU Health White Memorial Safe Medication Disposal Program.	▪ Increase access to naloxone. ▪ Increase the usage of the IU Health White Memorial Medication Disposal Box.
Annual budget and time frame	
Estimated budget: $500 annually. Additional resources include staff time and clinic space. Anticipated impact as of December 31, 2024.	

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients with substance use concerns virtual behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Provide 24/7 virtual peer recovery counseling for patients who present in the emergency department (ED) with substance use concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include staff time to coordinate program; virtual care technology; and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Develop hospital and community infrastructure for crisis care to support community members with behavioral health concerns.	
Strategy	**Evaluation mechanism**
▪ Coordinate West Central Region (WCR)[6] Opioid Stewardship Committee. ▪ Provide opioid prescribing education to providers.	▪ Decrease opioid dependency and overdoses in the community. ▪ Create a system approach to effectively prevent behavioral health crisis or reduce acute symptoms of illness.
Annual budget and time frame	
Estimated budget: $130,000 regional budget. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategy	**Evaluation mechanism**
▪ Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. ▪ Ensure services demonstrate cultural humility.	▪ Increase the number of patients receiving behavioral health assistance when visiting the ED.
Annual budget and time frame	
Estimated budget: $9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training. Anticipated impact as of December 31, 2024.	

Initiative: Provide comprehensive suicide prevention through the Zero Suicide Initiative.	
Strategy	**Evaluation mechanism**
▪ Rollout initiative at hospital in first quarter 2022. ▪ Eligible patients (25+ years old) will be assessed using evidence-based assessment for suicide ideation.	▪ Reduce patients' return to the ED for a mental health crisis. ▪ Increase number of team members educated on the Zero Suicide framework.
Annual budget and time frame	
Estimated budget: $398,000 annually for IU Health (system). Additional resources include staff time to coordinate the initiative. Anticipated impact as of December 31, 2024.	

[6] *IU Health's West Central Region includes the hospitals IU Health Arnett, Frankfort and White Memorial.*

Community health need: Maternal and infant health and child well-being

Goal: Promote and protect the health and well-being of mothers, infants and children.

Initiative: Provide support and expertise to the Fetal Infant Mortality Review Team.	
Strategy	**Evaluation mechanism**
▪ Review fetal and infant mortality cases in the 12-county region (Benton, Boone, Carroll, Cass, Clinton, Fountain, Jasper, Montgomery, Pulaski, Tippecanoe, Warren and White). ▪ Participate on Community Action Team.	▪ Identify service gaps in prenatal, perinatal, postpartum and pediatric care. ▪ Develop prevention strategies to improve collaboration of care and overall health of women, infants and families.
Annual budget and time frame	
Estimated budget: Additional resources include staff time annually. Anticipated impact as of December 31, 2024.	

Initiative: Support the White/Carroll County Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) Program.	
Strategy	**Evaluation mechanism**
▪ Provide nutrition and health screenings and assessments. ▪ Provide nutrition education and counseling.	▪ Increase in healthy eating and physical activity which helps to decrease obesity trends. ▪ Increase breastfeeding rates to have healthier babies in the community.
Annual budget and time frame	
Estimated budget: Approximately $282,000; Varies year to year. Additional resources include staff time. Anticipated impact as of December 31, 2024.	

Initiative: Provide increased access to local healthcare services.	
Strategy	**Evaluation mechanism**
▪ Provide onsite OB/GYN services in the Monticello community at least one day a week. ▪ Through the Center of Hope, provide medical-forensic examinations to victims of crime: child abuse, sexual assault, domestic violence, strangulation and homicide at Indiana University Health Arnett, White Memorial and Frankfort Hospitals.	▪ Increase access to local OB/GYN services. ▪ Increased access to medical-forensic examinations within the region and the state of Indiana.
Annual budget and time frame	
Estimated budget: $80,000 annually (regional). Additional resources include staff time and clinic space. Anticipated impact as of December 31, 2024.	

Initiative: Distribute Safe Sleep education in the community.	
Strategy	**Evaluation mechanism**
▪ Purchase and distribute series of educational video clips. ▪ Identify partners to play educational videos to appropriate audiences.	▪ Reduce the risk of Sudden Infant Death Syndrome (SIDS) and other sleep-related cause of infant death.
Annual budget and time frame	
Estimated budget: $500 annually. Additional resources include staff time and clinic space. Anticipated impact as of December 31, 2024.	

Community health need: Social determinants of health

Goal: Increase the health and well-being of the community by addressing the impact of social, economic, physical and/or environmental factors on health.

Initiative: Provide fiscal support to organizations addressing social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Share the IU Health Foundation Community Impact and Investment (CII) Fund and COE Community Grant opportunities with community partners. ▪ Identify community partners and interventions to address CII Fund focus areas.	▪ Increase collaborative partnerships with community-based organizations to address social determinants of health. ▪ Increase health and well-being in the community by addressing the social determinants of health
Annual budget and time frame	
Estimated budget: Depends on budget of proposed initiative; $25,000 COE Community Grant Fund (regional); $5,000 scholarships. Additional resources include staff time to coordinate the CII Fund and track grantee activities. Anticipated impact as of December 31, 2024.	

Initiative: Establish strategic collaborative relationships with local community-based organizations addressing social determinants of health.	
Strategy	**Evaluation mechanism**
▪ Identify and implement collaborative projects to address health equity and increase inclusivity. ▪ Create sustainable partnerships between the clinical teams and community partners.	▪ Create visual representation of community resources. ▪ Develop and implement 2-3 collaborative projects.
Annual budget and time frame	
Estimated budget: $45,500 annually. Additional resources include staff time to coordinate programs. Anticipated impact as of December 31, 2024.	

Initiative: Support career pathway development program.	
Strategy	**Evaluation mechanism**
▪ Create content that can be shared during Preparing for College and Careers courses at local college. ▪ Establish mentor program to help local high school students pursue their individual career pathway.	▪ Engage 10-15 students in career coaching program. ▪ Extend collaborations to reach at least one additional junior high school.
Annual budget and time frame	
Estimated budget: $2,000 annually. Additional resources include staff time to coordinate efforts. Anticipated impact as of December 31, 2024.	

Initiative: Support the Bridging the Gap.	
Strategy	**Evaluation mechanism**
▪ Assess current programs and identify gaps across the region. ▪ Develop regional plan to increase number of translators to assist in healthcare.	▪ Promote and build capacity of medical interpreters, which will support effective communication in healthcare services.
Annual budget and time frame	
Estimated budget: Additional resources include staff time to coordinate the initiative. Anticipated impact as of December 31, 2024.	

Indiana University Health invites community members to review the community health needs assessments and provide comments to communitybenefit@iuhealth.org.

For a full, detailed listing of each IU Health implementation strategy, visit: **iuhealth.org/in-the-community/community-benefit**.



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