2024 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:

- 15 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
- 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.









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President's letter

Earlier this year, two IU Health financial assistance counselors received a call from a woman named Jill. Jill's grandmother had been receiving care off and on at IU Health Morgan for nearly three years before passing away in early 2025. Jill said she was worried about the cost of the care, but her grandma always reassured her. "Don't worry about the bills," she'd say, "my girls at IU Health will take care of me." Indeed, Jill's grandma had talked to our team members, who approved her for financial hardship assistance, writing off more than $8,000 she owed.

That might seem like a special case, but it's a regular occurrence at IU Health, where we spend nearly $2.7 million ***every day*** on what is known as Community Benefit.

With so much attention being paid to the cost of healthcare it's important that we take a step back and talk about why IU Health exists as a nonprofit entity and what Community Benefit is.

Unlike our for-profit counterparts, nonprofit hospitals don't deliver dividends to shareholders. Instead, we invest income back into the communities we serve and the people we care for. The financial assistance that Jill received is a great example, but it's only one part of the federal government's definition. Other Community Benefit includes the unreimbursed costs of Medicare and Medicaid; placed-based services that bring health to the community; health professionals education; research; unpaid patient expenses, and more.

Why is Community Benefit so important? Because if hospital systems like IU Health stopped investing in these critical areas, it would create a massive hole in our healthcare infrastructure, and it's not clear who else would – or could – fill it.

IU Health's total community investment has now topped $1 billion for the 4th year in a row, making us one of the largest philanthropic entities in the state, and one of the most generous healthcare systems in the country. Our Community Benefit is more than three times what we would pay in taxes if we were a for-profit entity.

In the pages that follow, you will see in great detail the type of impact each of our hospitals make with our dollars. Whether we are training the next generation of physicians, working with families to improve infant and maternal mortality rates, proactively screening high-risk populations for heart disease, or covering hospital bills for those who can't afford to pay them, IU Health is doing the things that are needed to fulfill our vision of making Indiana one of the nation's healthiest states.



Dennis M. Murphy
President and CEO
Indiana University Health

IU Health System totals

Community benefit

$180,812,420	Financial assistance
$571,312,474	Unreimbursed Medicaid
$46,076,819	Community health improvement services
$2,289,698	Community benefit operations
$84,902,383	Health professions education
$42,582,786	Subsidized health services
$1,603,718	Research
$54,872,817	Financial and in-kind contributions

Other investments

$6,149,656	Community-building activities
$150,231,922	Unreimbursed Medicare
$9,518,265	Bad debt[1]

Total community benefit

$984,453,115

Total community investment

$1,150,352,958

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



2024 Days of Service highlights

16th Annual Days of Service | Aug. 26 – Oct. 4, 2024

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, more than 1,600 volunteers came together to collectively showcase our commitment to making a difference in the lives of those we serve.

More than **1,600** team member volunteers

More than **3,900** volunteer hours

More than **50** projects

53 community-based organizations impacted

Community reflections

(Indy Suburban) "Thanks so much for the effort of the employees of IU Health West for packing the meals and for thinking of our group. Our community will be greatly impacted by the addition of these meals." – Hendricks County Food Pantry Coalition

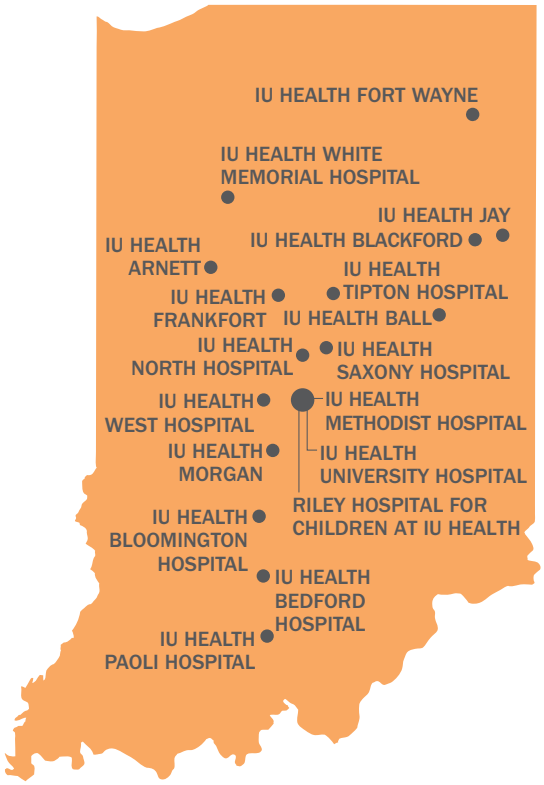
(East Central) It's always amazing to see how dedicated our community is to taking care of one another. Day of Action is a great example of people from all walks of life coming together to meet direct needs. IU Health's motto of health starts here is a great reminder of housing, which has a direct impact on people's health. Building this house together is a great example of how basic needs and health needs intersect. – Lindsey Arthur, Habitat with Humanity

(AHC) – Windsor Village Park – "The enhancements to Windsor look **amazing**!! The colors, the placement and the removal of the invasives bring even more life to the park and add to the joy of the space. Seeing it in person really put a smile on my face. Many, **many** thanks for all your efforts and for taking time to beautify Windsor Village. My hope is that the community appreciates the love being poured into their neighborhood park. I know our team appreciates it wholeheartedly and we look forward to what is still to come. **Thank you all**!!!" – Angela McClendon, Regional Manager, Indy Parks & Recreation



IU HEALTH SERVES
We serve because we care.

System-wide participation



Volunteer engagement survey results

(based on 123 responses)

88.61% of volunteers rated their experience as excellent

92.73% of volunteers said they felt like they were living the IU Health values

95.41% plan to participate in Days of Service 2025

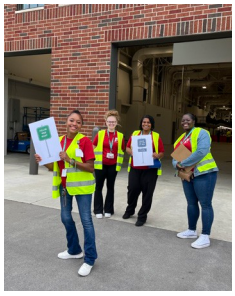
Regional highlights

Academic Health Center (AHC)

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

With more than **463** volunteers and **32** projects to choose from, team members tracked around **1,300** hours and worked with **8** community organizations in Central Indiana.

Priority community health needs impacted = Social Determinants of Health, Access to Healthcare Services, Behavioral Health, Food Insecurity and Healthy Eating


East Central Region

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

226 team members provided **569.5** volunteer hours working on projects with **9** community organizations across the region.

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





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

535 team members worked on **13** projects and served more than **1,300** hours that benefited **12** community organizations.

Priority community health needs addressed = Social Determinants of Health, Chronic Disease Prevention & Management (Obesity & Physical Inactivity), Aging Population & Needs of Seniors, Behavioral Health




South Central Region

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

More than **83** team members volunteered **178** hours at **5** different community organizations throughout the region.

Priority community health needs addressed = Social Determinants of Health




West Central Region

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

299 team members volunteered more than **600** hours to **19** community organizations in Lafayette, Frankfort and Monticello.

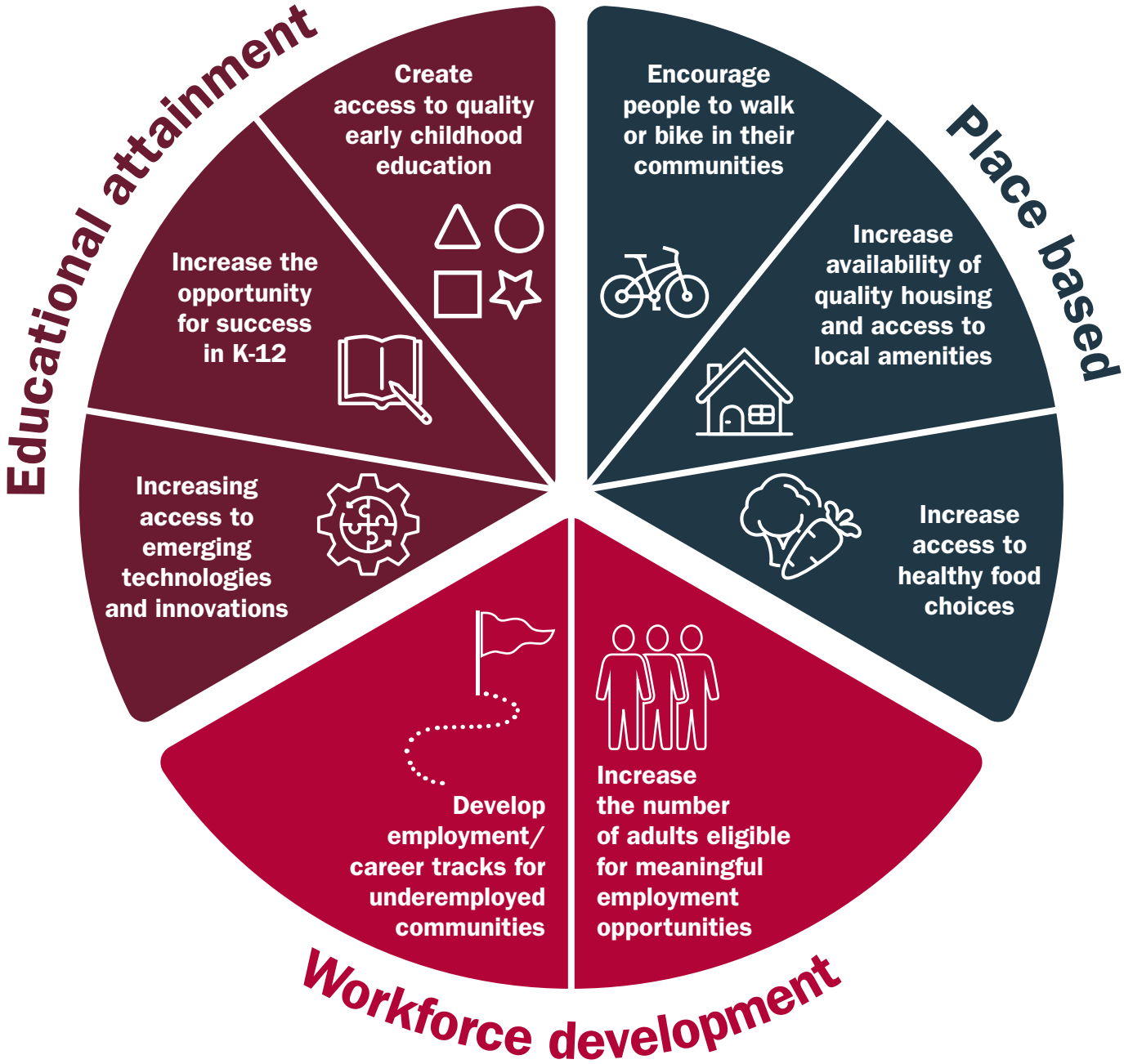
Priority community health needs addressed = Social Determinants of Health (Food Insecurity, Homelessness), Health Education & Navigation, Aging Population & Needs of Seniors, Chronic Disease Prevention & Management, Maternal and Infant Health & Child Well-Being, Smoking & Tobacco Use, Behavioral Health




We serve because we care.

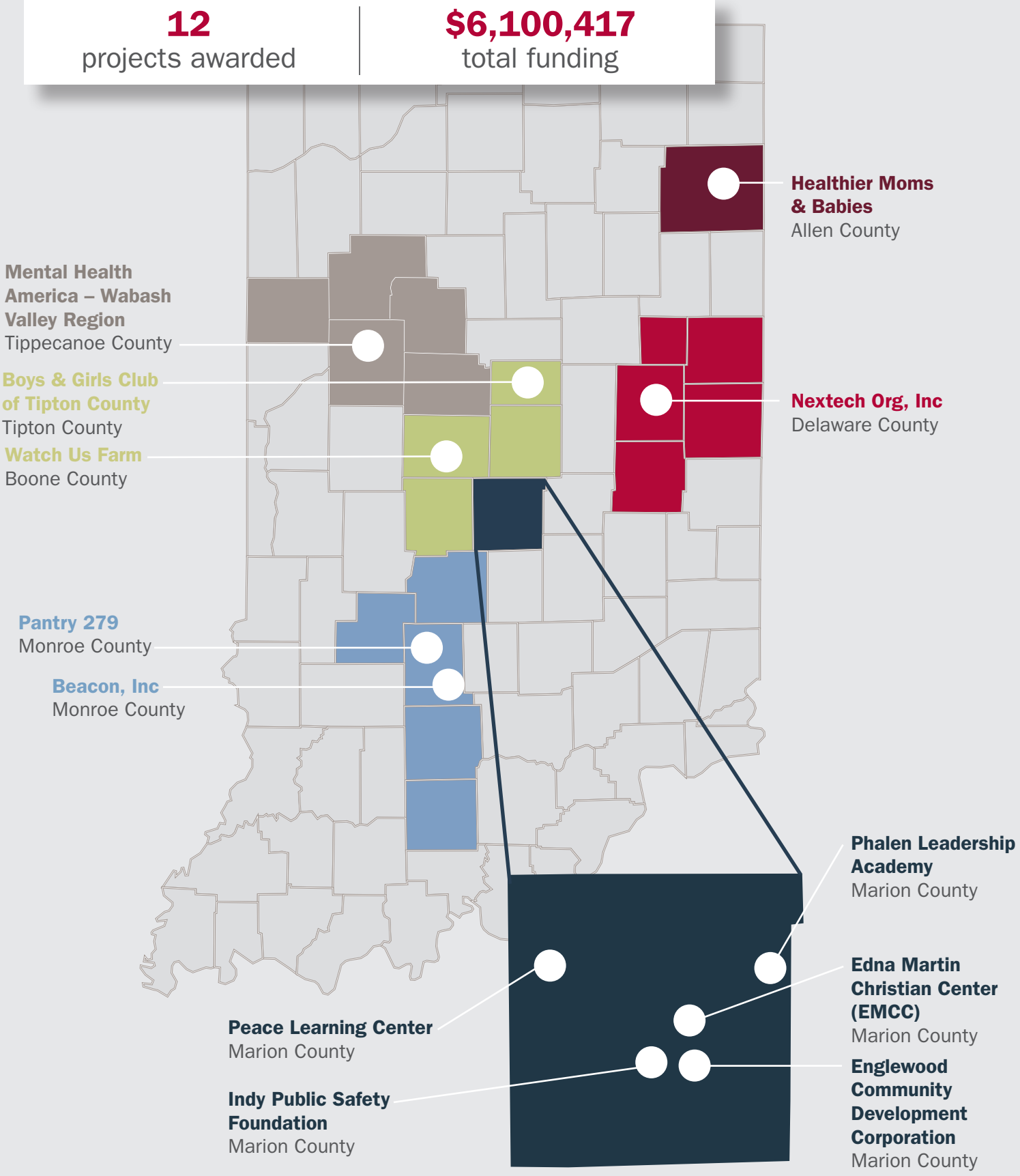
2024 Community Impact Investment (CII) Fund Summary

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 15 IU Health hospitals in the 2024 Community Health Needs Assessment (CHNA) Reports. The IU Health 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.



12
projects awarded

$6,100,417
total funding



To learn more about the CII Fund and the impact of the individual projects, visit our website: **iuhealth.org/in-the-community/community-impact-investment-fund**.

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

Indiana University Health Arnett



Hospital overview

IU 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

$19,990,086	Financial assistance
$37,710,477	Unreimbursed Medicaid
$2,505,693	Community health improvement services
$296,745	Community benefit operations
$2,866,271	Health professions education
$10,110,927	Subsidized health services
$209,532	Research
$302,615	Financial and in-kind contributions

Other investments

$4,035	Community-building activities
$6,038,870	Unreimbursed Medicare
$1,620,529	Bad debt[1]

Total community benefit

$73,992,346

Total community investment

$81,655,780

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

Earth Day planting brings more greenspace to the Arnett campus

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

Team members celebrated Earth Day 2024 by placing the first plants in the community garden beds at IU Health Arnett. Teams installed seven individual beds outside the hospital's medical office building, with a different department dedicated to maintaining each one throughout the growing season.

The beds are more than just greenery; they also address the critical health priority of food insecurity. IU Health has recognized this barrier in the West Central Region, and several hospital departments, in collaboration with Community Outreach and Engagement, spearheaded creating an inclusive community garden. The goal for the garden is to provide accessible, fresh produce to team members, patients and the wider community.



"It was so exciting to see this project come to life," said Melissa Dexter, community outreach and engagement manager. "Food insecurity is a reality for many in our community. We were proud to partner with GrowLocal to do our part to improve access to fresh vegetables in our community."

GrowLocal Lafayette, a network of community gardeners, partnered on the project to provide seeds, plants and guidance. IU Health also collaborated with Purdue Extension to create educational garden signage explaining when to pick the vegetables and how to prepare them.

Team members and hospital visitors helped choose which seeds to plant in the garden beds, including vegetables like lettuce, kohlrabi, kale, collard greens, radishes, carrots, onions and more. The garden offers bags so visitors can easily carry home the produce. If the gardens ever overflowed, volunteers picked the excess produce and placed them in baskets so team members or visitors could easily grab them while leaving the hospital campus.

The garden is also bringing positivity that goes beyond nutritional value.

"While I was watering the garden, two of our security guards and a patient wandered over. The three of them talked about their favorite vegetables, what they grew when they were younger, foods they like to eat and meals they like to make," said Selina McNulty, manager of Mother/Baby and Labor & Delivery at IU Health Arnett. "I later learned that this patient had some special needs and was feeling stressed while sitting in his hospital room. The nurses asked the security team to take him for a walk, and they ended up at the garden. The patient was doing great. He was calm, relaxed, happy and engaged."

The community gardens are also meaningful to the team members at IU Health Arnett.

"I was so grateful to have the garden available to our team members, patients, visitors and community," said McNulty. "I really enjoyed getting to help maintain the garden. It provided peace, comfort and support way beyond the vegetables it produced."

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

IU 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

$11,193,714	Financial assistance
$1,762,626	Unreimbursed Medicaid
$2,937,103	Community health improvement services
$ 85,217	Community benefit operations
$12,013,949	Health professions education
$458,329	Subsidized health services
$1,394,186	Research
$216,617	Financial and in-kind contributions

Other investments

$276,280	Community-building activities
$3,105,917	Unreimbursed Medicare

Total community benefit

$30,061,741

Total community investment

$33,443,938

IU Health Ball outreach inspires team members and local communities alike

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



At a hospital whose guiding principles encourage team members to "bring your heart to work," a favorite outreach activity for Community Health Worker Macenzie Gillespie has been blood pressure and hypertension screenings conducted within the Whitely and Industry neighborhoods. At two separate events in 2024, the team performed 75 free screenings for at-risk populations.

"We did a good number of screenings and built awareness about hypertension and how to prevent and manage it," Cenzie said. "Since we held the Whitely event in conjunction with a car-to-car food distribution, I really enjoyed guiding patients with their screens while providing them a sense of comfort."

Erin Hendricks of System Patient Access (SPA) has participated in the Urban Light Community Block party the past two years. This annual event serves the Industry Neighborhood in southeast Muncie, a two-thirds minority neighborhood with an increased risk for hypertension, infant mortality and lack of access to care.

At the 2024 block party, SPA team members were onsite to register residents for free mammography screenings. These registrations are immediate, with mammogram appointments granted within days of the request.

"It was a very advantageous location for people who wanted to sign up with ease," Erin said. "Sometimes making a phone call or getting in front of their doctor can be an obstacle, and we could help alleviate that with in-person sign-ups. I really enjoyed collaborating with multiple community partners to help people have face-to-face interactions versus just a phone call."

For Merideth Vardaman, an MIH Community Paramedic at IU Health Ball Cardiovascular Services, the most impactful community event was a wellness village held in conjunction with the Healthy Community Alliance and other community partners. She says the best moment happened nearly by accident.

The Common Market in Muncie is a community pantry operated by a local musician, and it doubles as a musical performance venue on many weekends. Multiple community partners were onsite providing health and wellness information to visitors when a young man named Joey Stover walked in. He was accompanied by his friend James Whitfield of Hillcroft Services.

"Joey told his friend that he could play the piano, and James encouraged him to go for it. We were all curious to see where this would go as Joey sat down at the bench, readied himself, and laid down a near-on-the-nose rendition of 'Lean on Me' by Bill Withers," said Merideth. "As Joey reached the chorus of the song, a dramatic moment occurred: much of the room joined in. He literally brought the house down. I've never experienced something quite like that in the time I've been doing this community work."

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

IU 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

$2,615,758	Financial assistance
$388,286	Community health improvement services
$185,888	Health professions education
$400	Financial and in-kind contributions

Other investments

$3,237	Community-building activities
$(743,126)	Unreimbursed Medicare[1]
$239,538	Bad debt[2]

Total community benefit

$3,190,332

Total community investment

$2,689,981

[1] As a critical access hospital, IU Health Bedford 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.

IU Health Bedford hosts community baby shower to support local families with infants

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

Indiana has the third highest infant mortality rate among the 50 states. In August 2024, IU Health Bedford Hospital prioritized infant and maternal health by hosting a community baby shower. With Lawrence County's low access to maternity care services and increase in pregnant mothers, this baby shower aimed to reduce the infant and maternal morbidity and mortality rates in rural Indiana. Open to anyone who was pregnant or had a young child, this event provided a welcoming and supportive environment for families.

The baby shower was designed to address the wide spectrum of maternal and infant health. Team members offered blood pressure checks to help attendees identify any potential health issues early. A $2,000 grant from IU Health supplied free car seats, Pack 'n Plays and other portable cribs for those in attendance. The event provided car seats and car seat education, emphasizing the importance of child safety during travel. Participants received safe sleep education and a safe sleep bed to promote practices that reduce the risk of sleep-related infant deaths.

The baby shower felt celebratory and supportive, with families winning door prizes and visiting various vendors. The community baby shower was more than just a gathering; it was a demonstration of IU Health Bedford Hospital's commitment to the health and wellness of mothers, babies and their families. The event hosted more than 20 vendors who provided community services and information for new families.

Central to this commitment–and the event–is the Healthy Beginnings program, which connects mom and baby to community resources that address their needs and ensures they can access support for a healthy pregnancy and beyond. Community partners hosted walk-in classes covering breastfeeding, labor and delivery, safe sleep and postpartum care. Through Healthy Beginnings, IU Health Bedford Hospital has provided ongoing assistance and education to make a lasting impact on the community.

The success of the community baby shower and the Healthy Beginnings program highlights IU Health Bedford's dedication to maternal and infant health. Addressing the needs of mothers, babies and their families fosters a healthier community and sets a strong foundation for the future. These efforts at IU Health Bedford Hospital in 2024 serve as an example of how healthcare organizations can make a tangible difference in the lives of those they serve.



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

IU 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. The Regional Academic Health Center 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

$15,518,786	Financial assistance
$14,376,900	Unreimbursed Medicaid
$1,205,358	Community health improvement services
$13,116	Community benefit operations
$484,658	Health professions education
$24,057,545	Subsidized health services
$335	Financial and in-kind contributions

Other investments

$8,512	Community-building activities
$24,913,852	Unreimbursed Medicare
$2,024,214	Bad debt[1]

Total community benefit

$55,656,698

Total community investment

$82,603,276

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

IU Health Bloomington Hospital addresses social determinants of health within local community

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

In 2024, IU Health Bloomington Hospital embarked on a mission to address social determinants of health (SDOH), or the non-medical factors that shape a person's health and wellbeing. This includes the places and conditions where people are born, grow up, work, play and age. IU Health Bloomington Hospital worked to address SDOH by collaborating with community partners and by activating volunteerism within the hospital.

The team members dedicated their time and efforts to volunteer at various local organizations, including Healing Hands Outreach Center, Wheeler Mission and Hoosier Hills Food Bank. A total of 54 team members volunteered 106.5 hours helping organizations serve the community in many ways, such as:

- At Healing Hands community resource center, some volunteers prepped donated clothing items for distribution while others worked directly with clients to ensure they received what they needed.
- At Wheeler Mission, teams built kitchen shelving donated by IU Health, sorted expired food out of their pantry, replaced food on new shelving and sorted donations from the public.
- At Hoosier Hills Food Bank, volunteers repackaged cereal from large totes into two-pound bags and then labeled and prepared the bags for distribution.

One of the most notable SDOH initiatives was establishing a hygiene pantry at the IU Health Bloomington Community Health office on 333 E. Miller Dr. IU Health Bloomington team members created this pantry to support vulnerable clients by providing essential hygiene supplies, such as household cleaners, soap, deodorant and other necessary items. The pantry is open to the public and operates on a donation basis, with team members contributing generously to keep it well stocked.

The hygiene pantry quickly became a vital resource for the community, offering a sense of dignity and support to those in need. Clients who visit the pantry are met with compassion and understanding, and they leave with the supplies they need to maintain their personal hygiene and household cleanliness. The initiative not only addressed immediate needs but also fostered a sense of community and solidarity.

Through their volunteer work and the establishment of the hygiene pantry, IU Health Bloomington Hospital team members demonstrated their unwavering commitment to improving the health and well-being of their community.

Their efforts in 2024 set a powerful example of how healthcare organizations can play a pivotal role in addressing social determinants of health and making a tangible difference in the lives of those they serve.



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

IU 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

$1,710,101	Financial assistance
$2,879,723	Unreimbursed Medicaid
$418,862	Community health improvement services
$74,455	Subsidized health services
$13,500	Financial and in-kind contributions

Other investments

$(175,087)	Unreimbursed Medicare[1]
$78,954	Bad debt[2]

Total community benefit

$5,096,641

Total community investment

$5,000,508

[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.

Saving lives one dose at a time: Expanding access to Naloxone

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

In April 2024, IU Health Positive Link partnered with Overdose Lifeline to install a "NaloxBox" at IU Health Frankfort, near the emergency department entrance. A NaloxBox is a free emergency opioid reversal kit offered in a small, clear plastic box that's accessible 24/7.

Each free dose of lifesaving naloxone comes with instructions on how to use the medication in case of an opioid overdose. "We recommend everyone carry naloxone on them," says Logan Lee, IU Health Positive Link medical case manager. "You never know when you might come across someone experiencing an overdose, and naloxone can save their life."

When a person experiences an opioid overdose, the naloxone medication blocks and reverses the effects of an overdose. Administering naloxone to someone who has not ingested opioids will not have any effect on them because there are no opioids in their system to reverse.



Since its installation, the NaloxBox has distributed more than 40 doses of naloxone into the community. The installation of the box at IU Health Frankfort adds another potentially life-saving resource to the other seven NaloxBoxes that the IU Health Community Outreach and Engagement department purchased and placed throughout Clinton County. These boxes were installed in public locations like parks, the local library, nonprofits and government buildings.

"Increasing access to naloxone in our community can reduce the number of fatal overdoses," says Melissa Dexter, IU Health Community Outreach and Engagement manager. "Every dose of naloxone is a second chance—an opportunity to save a life and help someone rebuild theirs. We encourage everyone to carry it with you so that you can help a brother, sister, cousin, friend or stranger who may need it."

Through a partnership with Overdose Lifeline, IU Health Positive Link distributes naloxone across the region. Throughout 2024, Lee distributed more than 500 units of naloxone via the NaloxBoxes as well as through the Positive Link office, allowing IU Health Frankfort to supply partner organization and community events throughout the region.

"One of the most misunderstood things about naloxone is that people think it's only for someone who uses drugs," Lee said. "But I tell everyone that a person who is in overdose is incapacitated, so you can't use naloxone on yourself. If you carry a dose of naloxone, it's because you want to be able to save the life of someone else, which is pretty powerful."

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 IU 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

$110,440,779	Financial assistance
$466,603,954	Unreimbursed Medicaid
$34,446,958	Community health improvement services
$1,480,122	Community benefit operations
$68,068,370	Health professions education
$6,170,968	Subsidized health services
$53,979,597	Financial and in-kind contributions

Other investments

$5,815,735	Community-building activities
$94,676,314	Unreimbursed Medicare
$1,370,993	Bad debt[1]

Total community benefit

$741,190,748

Total community investment

$843,053,790

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

WeCare coaches at IU Health help newborns have a healthy first year

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

When a Hispanic patient didn't have access to enough food for herself and her baby, an IU Health WeCare coach worked through communication challenges to understand her needs. The patient didn't qualify for the Supplemental Nutritional Assistance Program (SNAP), but the coach listened to her concerns and discussed options with the patient using her preferred language. This comforting interaction helped the grateful patient learn about food pantries in the community that could help feed her and her baby.

IU Health WeCare is a program offered at Riley Children's Health and other IU Health OB-GYN and primary care practices in the community, providing a free in-person visit with a coach to ensure the health of mothers and their babies. The program's six coaches help any patient visiting these locations, especially mothers and babies most at risk for poor health outcomes, such as those at risk for infant mortality, or the death of a baby before his or her first birthday.

"It's all about supporting mothers. A lot of times these mothers don't have support or anyone in their social or family circle who they feel they can trust or who won't judge them," said Karen Rodriguez, a WeCare coach. "I have a lot of empathy. I like to be a resource for these families."

Making sure babies survive birth and their first year of life is vital to a healthy community, and it's a cause everyone can support. Indiana's infant mortality rate is significantly higher than the national average. In 2022, Indiana's infant mortality rate was 7.2 deaths per 1,000 live births compared to the national rate of 5.6 deaths per 1,000 live births. The WeCare program works to reduce these deaths among families who live in zip codes with a high risk for infant mortality.

Since WeCare launched in August 2021:

- 1,018 patients have enrolled in the program and benefitted from education, resources, emotional support and improved health outcomes.
- Diapers, mom and baby clothing and formula are the most frequently distributed supplies.
- 526 babies were born to women enrolled in the program.
- The rate of low birthweight among Black infants in the program was 13.3%, which is lower than the Indiana rate of 15.1%.
- Patients report decreased tobacco use, improved mental health and higher rates of breastfeeding when they leave the hospital.

WeCare coaches also work with community-based organizations to help support patients and their babies when needs go beyond the services of the program, making WeCare a true benefit to the community.



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

IU 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

$2,272,578	Financial assistance
$4,138,296	Unreimbursed Medicaid
$509,333	Community health improvement services
$26,961	Community benefit operations
$64,070	Health professions education
$210,106	Subsidized health services
$2,220	Financial and in-kind contributions

Other investments

$29,879	Community-building activities
$(193,821)	Unreimbursed Medicare[1]
$6,781	Bad debt[2]

Total community benefit

$7,223,564

Total community investment

$7,066,403

[1] As a critical access hospital, IU Health Jay 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 Jay team members connect with community at Hope Fest Health Fair

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

Addressing the mental health and substance use issues in Jay and surrounding counties has been a focus for IU Health for the past few years. In fall 2024, IU Health Jay team members partnered with various community organizations to plan and host the Hope Fest Health Fair at Jay County High School. This year, IU Health added health fair services to the annual Hope Fest wellness event.

The community event shined a light on addiction, identified available support and created community connections to improve the lives of all residents. Addiction is a chronic condition that is often tragic. This event highlights the importance of providing help, hope and recovery.

More than 500 people attended this family-friendly festival, which offered education on addiction and health services available to the community. IU Health team members provided free health screenings, including checks on hearing and ears, eyes, blood pressure, A1C and BMI. The IU Health Healthy Beginnings team also distributed free diapers to attendees.

“It was wonderful to partner with IU Health Jay to expand our annual Hope Fest event to include a Health Fair as well. Several IU Health team members participated in the health fair portion and helped plan events and activities,” said Jenni VanSkyock, Hope Fest Planning Committee member and manager of IU Health Behavioral Health. “The community really enjoyed the fun, family-friendly event, which we were excited to offer again.”

“The Hope Fest Health Fair was a wonderful community event. I am typically in the hospital providing services for patients, so it was a great opportunity to get out to meet and talk with community members,” said Amy McAbee, IU Health Jay ultrasound technologist.

The Hope Fest Health Fair was held in partnership with A Better Life Brianna’s Hope, IU Health Jay, Jay County Drug Prevention Coalition/PAST Recovery Services, Meridian Health Services and the Jay County Health Department.



Indiana University Health North Hospital

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



Hospital overview

IU 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

$5,123,227	Financial assistance
$19,502,609	Unreimbursed Medicaid
$830,469	Community health improvement services
$93,789	Community benefit operations
$419,748	Health professions education
$120,901	Financial and in-kind contributions

Other investments

$3,925	Community-building activities
$13,726,523	Unreimbursed Medicare
$1,797,035	Bad debt[1]

Total community benefit

$26,090,743

Total community investment

$41,618,226

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

IU Health North Hospital teams up with community partners to bring healthcare to underserved neighbors

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



Access to healthcare and preventing chronic disease are two priority health needs at IU Health North Hospital. Ensuring the community's under-resourced populations have the tools needed to live a healthy lifestyle is a goal shared by both IU Health North and Grace Care Center. Grace Care Center is a nonprofit based in Noblesville that offers a variety of services to neighbors in need, such as a choice food pantry, referrals for addressing social determinants of health, financial assistance and language classes for individuals who want to improve their English proficiency.

In 2024, IU Health North and Grace Care Center collaborated to reach underserved families, many of whom do not speak English and need help navigating resources. During National Public Health Week, IU Health North community outreach team members and clinicians provided free hypertension screenings and distributed at-home blood pressure monitors at Grace Care Center's food pantry. These monitors are important because high blood pressure, or hypertension, is known as the "silent killer" because many individuals are unaware that they have it. High blood pressure can lead to conditions such as heart disease and stroke, which are among the leading causes of death in the United States. Hypertension disproportionately affects underserved communities, and the rates of unmanaged hypertension among these groups remains high. Because of this, it is critical to ensure these communities have the knowledge and materials to keep their blood pressure in check.

IU Health North also hosted a hypertension screening station and distributed at-home monitors at Grace Care Center's annual community fair, which connects over 1,500 individuals with resources leading up to the new school year. Over 100 blood pressure screenings were administered during National Public Health Week and the community fair.

Many families often overlook annual vaccines, especially when they're facing other challenges in their lives outside of healthcare. The Centers for Disease Control and Prevention estimates that there were 470,000 flu-related hospitalizations and 28,000 flu-related deaths in the United States during the 2023 – 2024 season. To reduce these burdens, it is crucial to increase vaccine access to communities who may not otherwise receive their annual immunizations. IU Health North, in partnership with the Fishers Health Department and Trinity Free Clinic, provided over 40 flu vaccines at Grace Care Center and at their mobile food pantry at Northview Church in Fishers.

Reaching in-need communities where they are and where they feel comfortable is key to increase knowledge, build trust and improve access to healthcare, which is made possible through these community collaborations.

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

IU 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

$1,663,413	Financial assistance
$64,160	Unreimbursed Medicaid
$474,459	Community health improvement services
$48,102	Health professions education
$398,545	Subsidized health services

Other investments

$(250,553)	Unreimbursed Medicare[1]

Total community benefit

$2,648,679

Total community investment

$2,398,126

[1] As a critical access hospital, IU Health Paoli 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.

IU Health Paoli Hospital addresses the needs of its aging population through fall prevention and dementia programming

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

In 2024, IU Health Paoli Hospital dedicated itself to meeting the needs of the aging population in the community. One of the key initiatives was the launch of a fall prevention program called “Stepping On.” This eight-week program was designed specifically for individuals living at home who had experienced a fall or were concerned about falling.

Stepping On is an evidence-based program proven to reduce falls among older adults in the community. It incorporates positive lifestyle changes to help participants stay independent, upright and active. Through Stepping On, four content experts taught sessions on balance and strength, home fall hazards, visual impairments, medications, footwear, community modes of travel and potential hazards. The community was enthusiastic about the program, and it will continue into 2025 based on its success and the community’s need for support.

In addition to fall prevention, IU Health Paoli Hospital also focused on addressing the needs of the aging population through its Rural Dementia Network programming. This comprehensive program offered:

- Dementia-friendly trainings for local businesses.
- Virtual Dementia Tours, which help caregivers gain a greater understanding of what it’s like to live with dementia.
- Memory Café events, which are social gatherings for people with dementia and their caregivers.

IU Health Paoli Hospital is a designated Dementia Friendly hospital, ensuring that staff are trained and ready to serve this community. These initiatives are designed to create a more inclusive, welcoming and supportive environment for individuals with dementia and their caregivers.

The efforts of IU Health Paoli Hospital in 2024 highlight the team’s commitment to enhancing the quality of life for the aging population. By addressing critical issues, such as fall prevention and dementia care, this facility has made significant strides in supporting the health and well-being of older adults in the community. IU Health Paoli Hospital’s dedication to these programs demonstrates the positive impact that healthcare organizations can have on the lives of those they serve to foster a safer and more supportive community for everyone.



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

IU 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

$1,027,914	Financial assistance
$3,922,033	Unreimbursed Medicaid
$285,630	Community health improvement services
$114,907	Community benefit operations
$328,441	Health professions education
$177,262	Subsidized health services
$23,800	Financial and in-kind contributions

Other investments

$6,929	Community-building activities
$(190,869)	Unreimbursed Medicare[1]
$221,303	Bad debt[2]

Total community benefit

$5,879,987

Total community investment

$5,917,350

[1] As a critical access hospital, IU Health Tipton 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.

IU Health Tipton Hospital supports community schools through clothing closet and personal hygiene kits

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

IU Health Tipton Hospital set out to address the social impact students face when their apparel might not match that of their peers. Families facing financial difficulties often can't afford new clothing for their child. Having new clothing and hygiene items can help boost students' self-esteem and perhaps reduce some of the mental health struggles they face.

To support this work, IU Health Tipton Hospital awarded Tipton Community School Corporation a $1,000 grant to support its "My Closet" program, which is designed to help students in need. The My Closet program operates as a clothing pantry that provides free, new apparel to students in grades preschool through 12, regardless of their financial circumstances. The My Closet program helps ensure that no student in the Tipton Community School system goes without necessary clothing, offering everything from shirts, pants, socks, coats, shoes, undergarments, hats, gloves and certificates for haircuts. Families can make individual visits to the pantry for confidentiality.

In addition to supporting My Closet financially, the hospital also donated 150 personal hygiene kits to the school corporation for students who need them. Each hygiene kit contains full-size products of shampoo, conditioner, soap, deodorant, toothpaste, a toothbrush and a washcloth. Many families face hardships during the school year, and oftentimes hygiene items aren't available when students need them. The kits are available throughout the school year.

The program operates primarily through philanthropic donations from community members and local organizations. The donations ensure the pantry remains stocked with new items that benefit students across the school district.

"My Closet has benefited greatly through our partnership with IU Health Tipton Hospital," said Gena Schultz, director of My Closet. "We could not provide new clothing for our students without this kind of support. We are very grateful for the hygiene bags provided by the hospital, which the students love. We often take for granted these hygiene products, which are so important to all of our families."

From Jan. 1 to Dec. 31, 2024, My Closet served 202 students. Distributions included:

- 104 winter coats
- 25 shoe vouchers
- 60 pairs of shoes directly from the pantry

These essential items not only support the students' basic needs but also encourage confidence and comfort throughout the school year. The grant goes a long way in helping My Closet continue its mission to provide free, new clothing and other essential items to Tipton students.



Indiana University Health West Hospital

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



Hospital overview

IU 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

$7,552,239	Financial assistance
$17,272,597	Unreimbursed Medicaid
$1,469,401	Community health improvement services
$176,783	Community benefit operations
$417,886	Health professions education
$883,497	Subsidized health services
$195,961	Financial and in-kind contributions

Other investments

$1,124	Community-building activities
$9,695,154	Unreimbursed Medicare
$1,839,082	Bad debt[1]

Total community benefit

$27,968,364

Total community investment

$39,503,724

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

IU Health West Hospital partners with Avon Community Schools to support early learning and provide student school supplies

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

IU Health West Hospital recognizes the importance of addressing social determinants of health, which are the underlying factors that impact the health and well-being of students and their families. By collaborating with Avon Community Schools and the Avon Education Foundation, the hospital provided educational support and access to resources for those who need them.

In 2024, IU Health West Hospital and the IU Health Foundation contributed more than $27,000 to Avon Community Schools. Most of the funding went toward the Kindergarten Countdown program, a three-week educational intervention program designed for children identified as having a higher risk for academic challenges prior to entering kindergarten. This funding covered the costs to operate the summer program, including staff salaries, curriculum, student meals, books, backpacks and t-shirts.

Through Kindergarten Countdown, students acquire essential academic and social competencies, including reading comprehension skills and the ability to succeed in the school setting. For students who face a transportation barrier, funding also covered a school bus to take them to and from school each day. Team members from IU Health volunteered at the school to work with children in small groups.

IU Health West Hospital also provided a $5,000 grant to the Supply it Forward Drive, which purchases school supplies for students receiving free or reduced-cost lunch. One Saturday in July, the students and their families are invited to “shop” for their school supplies for the coming semester. Volunteers filled 968 backpacks during the event. IU Health West Hospital team members were on site to administer blood pressure screenings and hand out free monitors to those needed them. The team:

- Conducted 47 blood pressure screenings
- Distributed 30 monitors
- Issued two immediate referral forms for participants who screened for abnormally high blood pressure
- Provided resource materials to those who were uninsured or seeking additional services

This collaborative effort demonstrated the power of community partnerships in addressing both educational and health needs. The success of these initiatives highlights not only the significant demand for educational resources in the community but also the importance of providing accessible health screenings and resources to families who might otherwise face barriers to getting them.



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

IU 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

$1,703,825	Financial assistance
$3,079,099	Unreimbursed Medicaid
$605,267	Community health improvement services
$2,058	Community benefit operations
$5,000	Health professions education
$41,152	Subsidized health services
$16,871	Financial and in-kind contributions

Other investments

$(371,252)	Unreimbursed Medicare[1]
$319,836	Bad debt[2]

Total community benefit

$5,453,272

Total community investment

$5,401,856

[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.

IU Health White Memorial Hospital supports 3rd Annual White County Youth Summit to amplify youth voices and initiatives

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



When members of the United Council on Opioid's subcommittee on prevention were contemplating how to address the needs of White County youth, they decided to go straight to the source. In March 2024, the third annual White County Youth Summit brought together students from all four White County school corporations to have some crucial conversations. IU Health White Memorial Hospital has been a long-time supporter of this summit and its mission.

The Summit convenes partners from higher education, public health, government and human services. Volunteers from these partner organizations help facilitate structured discussions that cover many different topics impacting today's youth.

"We ask the students questions about social media, generational differences, stress, substance use, school and mental health," said Nicole Jenkinson, White County United Way executive director. "These topics are important for us to understand so that we know how to better support our future leaders."

More than 50 students attended the 2024 White County Youth Summit. They were randomly assigned to groups and had about 10 minutes to discuss the posed question before moving to a different table with a different question.

"This event is so important because it provides an opportunity for our community members and high school students to take action on a broad scale," Jenkinson said. "Students look forward to providing their insight on these topics and actually be heard by the adults in the room. Our schools look forward to the extensive report we provide that includes detailed responses and action items based on what we learned from the students."

Community organizations have used the White County Youth Summit data to inform youth outreach and engagement programs. Volunteers at the Youth Summit use this information to initiate student engagement programs, share data with local boards and stakeholders and even develop community-wide initiatives based on their experiences at the Youth Summit.

"IU Health White Memorial Hospital's support of the White County Youth Summit has allowed us to provide a fulfilling experience for our student participants," Jenkinson said. "The involvement of IU Health brings an additional level of credibility to the event and legitimacy to our work and reports."

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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

[1] *The IU Health 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 Dec. 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 Decmber 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

[2] *The IU Health 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

Initiative: Assist people whose primary language is not English 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

[3] *The IU Health 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 Dec. 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 Dec. 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. ▪ Prioritize early support for children, teens, and families by addressing the personal, social and community factors that contribute to stigma and gaps in care.	▪ 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

[4] *The IU Health 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

[5] *The IU Health 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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. ▪ Prioritize early support for children, teens, and families by addressing the personal, social and community factors that contribute to stigma and gaps in care.	▪ 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

Initiative: Assist people whose primary language is not English 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 one 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 Dec. 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 one 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 31, 2024.	

[6] *The IU Health 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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 Dec. 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**.

Indiana University Health

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