2022-2024 IMPLEMENTATION STRATEGY





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Chair of IU Health West Central Region Board of Directors

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Indiana University Health's Mission

We are guided by our mission to improve the health of our patients and community through innovation, excellence in care, education, research and service.

Purpose of a Hospital's Implementation Strategy

An Implementation Strategy outlines how a hospital plans to address community health needs and is intended to satisfy the requirements set forth by state law and the Internal Revenue Code Section 501(r)(3) regarding Community Health Needs Assessments (CHNA) and Implementation Strategy. The Implementation Strategy process is meant to align Indiana University Health and its hospitals' initiatives and programs with goals, objectives and indicators that address significant community health needs described in the CHNA.

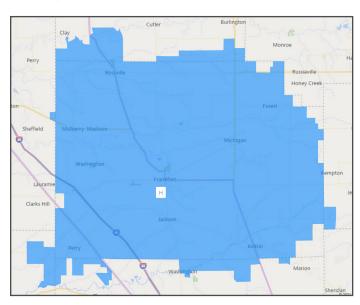
About the Hospital

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

The hospital is part of Indiana University Health (IU Health), the largest and most comprehensive health system in the state of Indiana. IU Health, in partnership with Indiana University School of Medicine, one of the nation's leading medical schools, gives patients access to leading-edge medicine and treatment options that are available first, and often only, at IU Health. Additional information about IU Health is available at: iuhealth.org.

Community Definition

IU Health Frankfort's community is defined as Clinton County, Indiana. The county accounted for 96 percent of the hospital's inpatient cases in 2019. The estimated population of this community in 2019 was 32,250. The following map portrays this community.



Development of Implementation Strategy

This Implementation Strategy was developed through conversations with key hospital leaders and community stakeholders within the West Central Region (WCR) of IU Health. The WCR includes the hospitals IU Health Arnett, Frankfort and White Memorial. Hospital team members included leaders and clinicians representing multiple areas of expertise, including administration, nursing, behavioral health, maternal and infant health, pediatrics, diversity and inclusion, human resources, population health and community outreach.

Each year, senior leadership at IU Health Frankfort will review this Implementation Strategy to determine if changes should be made to better address the health needs of the community.

Community Health Needs Identified

The 2022 – 2024 Implementation Strategy was developed by IU Health Frankfort in response to the prioritized, community health needs identified in the 2021 CHNA. The CHNA process was informed by multiple data sources gathered in January through June of 2021. Demographic, health condition, health behavior and social determinants of health data; findings from other community health assessments of the hospital's local community; and input from community members and organizations were analyzed and reviewed to assess the health of the community. Health disparities were highlighted across the different data sources too.

Significant community health needs in the 2021 CHNA are listed below, in alphabetical order. Those highlighted will be addressed in calendar years 2022 through 2024. For more information on the CHNA process, a summary of the significant community health needs, highlights of the multiple data sources that support the health needs and for a copy of the IU Health Frankfort 2021 CHNA, please visit: **iuhealth.org/in-the-community/community-benefit**.

- 1. Access to Healthcare Services
- 2. Aging Population and Needs of Seniors
- 3. Behavioral Health¹
- 4. Chronic Disease and Chronic Disease Management²
- 5. Health Education and Navigation
- 6. Social Determinants of Health³

¹ IU Health uses the term Behavioral Health to refer to Mental Health and Drug and Substance Abuse (including opioids and alcohol).

² Chronic Disease and Chronic Disease Management includes needs such as Obesity, Diabetes and Physical Inactivity.

³ Social Determinants of Health includes needs such as Food Insecurity and Healthy Eating.

Community Health Needs Hospital Will Address

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).	
Strategies	Anticipated Impact as of December 31, 2024
■ 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.
Internal/External Collaborations	Hospital Resources
IU Health LaboratoryOpen Door Clinic	Estimated Budget: Up to \$400,000 in gross charges annually. Additional resources include staff time and laboratory supplies.*
This initiative may also address the community health needs Social Determinants of Health, Aging Population and Needs of Seniors and Chronic Disease and Chronic Disease Management. ⁴	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Create a pipeline, targeting youth and adults, for fut	
Strategies	Anticipated Impact as of December 31, 2024
 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. Establish partnerships with higher education institutions to support the new model of care as well as increase the diversity of students accepted into healthcare programs. Recruit students for each Family Medicine Residency cohort. Train and develop physicians to be fully prepared to practice medicine. Engage Family Medicine residents in community service projects. 	 Increase the number of high school students who find interest in healthcare education/career. Reduce nursing vacancy and turnover. Create a feeder for a future diverse workforce that fits the new model of care to ensure ongoing ability to care for patients. Retain physicians to local healthcare entities, especially those located in rural communities. Increase community engagement for Family Medicine residents.
Internal/External Collaborations	Hospital Resources
 IU Health Executive Leaders IU Health clinical leaders Local and regional middle schools and high schools Educational institutions that offer healthcare programs IU Health Arnett Family Medicine Residency IU Health Community Outreach and Engagement (COE) 	Estimated Budget: \$80,000 annually (regional budget). Additional resources include staff time to coordinate pipeline initiative.*

^{*}The budget for this initiative is an estimate and should be regarded as such.

⁴ Some significant community health needs connect to one another and may impact one another or work towards the same impact. This may be the same for other initiatives described throughout this plan.

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategies	Anticipated Impact as of December 31, 2024
 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 who understand their benefits.
Internal/External Collaborations	Hospital Resources
■ IU Health Finance ■ IU Health Individual Solutions Coordinators (ISCs)	Estimated Budget: Financial assistance is not a budgeted variable. Additional resources include staff time to help patients apply for healthcare coverage programs.*
This initiative may also address the community health need Social Determinants of Health.	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Provide increased access to obstetrics and gynecology (OB/GYN) services.	
Anticipated Impact as of December 31, 2024	
 Increase access to local OB/GYN services in the community. Increase access to medical-forensic examinations within the region and the state of Indiana. Reduce delays in care and evidence collection. 	
Hospital Resources	
Estimated Budget: \$80,000 annually (regional). Additional resources include staff time and clinic space.*	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Launch Integrated Social Work Initiative in IU Health clinical settings.	
Strategies	Anticipated Impact as of December 31, 2024
 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. Use virtual care technology to connect patients with social workers to address immediate need. Connect patients with local/regional resources and services to address the immediate need. Ensure services demonstrate cultural humility. 	 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. Increase addressing social needs that contribute to ongoing health problems.
Internal/External Collaborations	Hospital Resources
 IU Health Virtual Care IU Health Unified Medical Group IU Health Population Health IU Health Information Services (IS) 	Estimated Budget: \$1.1 million annually for IU Health (system). Additional resources include staff time to support Integrated Social Work workflow.*
This initiative may also address the community health needs Social Determinants of Health, Aging Population and Needs	

of Seniors and Chronic Disease and Chronic Disease Management.

Community Health Need: Aging Population and the 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.	
Strategies	Anticipated Impact as of December 31, 2024
 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. Distribute Deterra medication disposal packets. Participate in annual Medication Take-Back Day events. 	• Increase ways for community members to safely dispose of unused or expired drugs.
Internal/External Collaborations	Hospital Resources
 IU Health Pharmacy IU Health Primary Care IU Health Community Outreach and Engagement (COE) Healthy Communities of Clinton County Coalition Paul Phillippe Resource Center Purdue BoilerWoRx 	Estimated Budget: \$500 annually. Additional resources include staff time, funding to purchase supplies and marketing/promotional materials.*
This initiative may also address the community health need	I Behavioral Health.

^{*}The budget for this initiative is an estimate and should be regarded as such.

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Strategies	Anticipated Impact as of December 31, 2024
 Identify local activities, programs or events for the senior population. Sponsor and/or promote local educational, social or service activities and programs. Engage older adults in "Stepping On" classes with exercise for mobility and balance by spreading awareness and marketing materials on classes offered in the community. 	Engage the senior population in programming that supports health and wellness.
Internal/External Collaborations	Hospital Resources
 Genda Funeral Home Paul Phillippe Resource Center Clinton County Family YMCA WILO Senior Fair Healthy Communities of Clinton County Coalition IU Health West Central Region (WCR)⁵ Trauma Services Local long-term care facilities and senior living residences Area IV Agency on Aging 	Estimated Budget: \$2,000 annually. Additional resources include staff time.*

This initiative may also address the community health needs Access to Healthcare Services, Behavioral Health, Chronic Disease and Chronic Disease Management, Health Education and Navigation and Social Determinants of Health.

Community Health Need: Behavioral Health

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

Strategies	Anticipated Impact as of December 31, 2024
 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.
Internal/External Collaborations	Hospital Resources
 IU Health Virtual Care Peer Recovery Coaching Program IU Health Frankfort ED 	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.*

^{*}The budget for this initiative is an estimate and should be regarded as such.

^{*}The budget for this initiative is an estimate and should be regarded as such.

 $^{^{5}}$ IU Health's West Central Region includes the hospitals IU Health Arnett, Frankfort and White Memorial.

Initiative: Develop hospital and community infrastructure for crisis care to support community members with mental		
health and substance use concerns.		
Strategies	Anticipated Impact as of December 31, 2024	
 Coordinate WCR Opioid Stewardship Committee. Provide opioid prescribing education to providers. Review, update and adopt system-wide Chronic Opioid Policy. Participate on statewide planning committee for 988 initiative. Coordinate with local service providers to provide increased access. Connect IU Health departments with organizations addressing behavioral health needs. Implement youth mental health collaborative project to address identified gaps. 	 Decrease number of opioid prescriptions. Increase provider awareness of system policies. Increase readiness of local crisis center to handle influx of calls. Provide quick and competent crisis response services for WCR residents. Increase access to short-term stabilization for someone experiencing a mental health emergency. Increase IU Health collaboration and partnership in community. Expand community capacity to address behavioral health needs. Reduce number of youth presenting to emergency department for suicidal ideation. 	
Internal/External Collaborations	Hospital Resources	
 System Opioid Stewardship Committee Mental Health America North Central Health Services Franciscan Health Healthy Communities of Clinton County Coalition Partnership for a Drug Free Clinton County Mental Health Work Team 	Estimated Budget: \$130,000 annually. Additional resources include staff time.*	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Support naloxone distribution in the community.	
Strategies	Anticipated Impact as of December 31, 2024
Identify ways to increase the distribution of naloxone to patients, family members and the community.	Reduce opioid overdoses in the community.
Internal/External Collaborations	Hospital Resources
IU Health Frankfort PharmacyIU Health Frankfort EDOverdose Lifeline	Estimated Budget: Additional resources include staff time.*
This initiative may also address the community health need Access to Healthcare Services.	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Provide comprehensive suicide prevention through the Zero Suicide Initiative.	
Strategies	Anticipated Impact as of December 31, 2024
 Rollout initiative at hospital in first quarter 2022. Eligible patients (25+ years old) will be assessed using evidence-based assessment for suicide ideation. Virtual behavioral health team will make referrals to Zero Suicide therapist via Jabber. Therapist will reach out to patient within 48 hours. Provide suicide prevention education to team members. 	 Reduce patients' return to the ED for a mental health crisis. Increase number of team members educated on the Zero Suicide framework. Lower suicidal behaviors of patients under care.
Internal/External Collaborations	Hospital Resources
IU Health Virtual Behavioral HealthIU Health Community Health	Estimated Budget: \$398,000 annually for IU Health (system). Additional resources include staff time to coordinate the initiative.*
This initiative may also address the community health need Access to Healthcare Services.	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Further implement emergency department (ED) virtual care program (provides patients virtual access to behavioral health services).	
Strategies	Anticipated Impact as of December 31, 2024
 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.
Internal/External Collaborations	Hospital Resources
■ IU Health Virtual Care ■ IU Health Frankfort ED	Estimated Budget: \$9.9 million annually for IU Health (system) (includes other services too). Additional resources include virtual care technology and staff training.*
This initiative may also address the community health need Access to Healthcare Services.	

^{*}The budget for this initiative is an estimate and should be regarded as such.

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.	
Strategies	Anticipated Impact as of December 31, 2024
 Create seasonal walking program with advanced practice providers. Provide Diabetes Prevention Program at local YMCA. Provide All Foods Fit classes to community members. Provide health screenings at local events. 	 Increase physical activity in rural community. Increase knowledge of diabetes prevention and management and healthy meal planning. Decrease risk of developing Type 2 Diabetes. Increase weight loss. Participate in community health screenings at least four times a year.
Internal/External Collaborations	Hospital Resources
 IU Health Primary Care IU Health Arnett Family Medicine Residency Healthy Communities of Clinton County Coalition IU Health West Central Region Community Outreach and Engagement 	Estimated Budget: \$1,000 annually. Additional resources include staff time.*

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Further implement the Centralized Tobacco Treatment Program (CTTP) (provides patients access to evidence-based tobacco treatment). Strategies Anticipated Impact as of December 31, 2024	
 Screen patients for any tobacco use. If patient is agreeable to referral for tobacco cessation/reduction treatment, refer patient to the CTTP. CTTP staff will perform a level of care assessment to determine the best collaborative approach to treatment options including CTTP Tobacco Treatment Specialist (TTS) coach, Clickotine, Indiana Tobacco Quitline and APP Pharmacotherapy management. Patients accept treatment. Ensure services demonstrate cultural humility. 	 Increase the number of patients screened for tobacco use. Increase patient access to evidence-based tobacco cessation treatment. Reduce the use of tobacco in adults and adolescents.
Internal/External Collaborations	Hospital Resources
 IU Health Community Health Division IU Health providers IU Health Healthy Results IU Health Centralized Tobacco Treatment Program Indiana Department of Health (IDOH) – Indiana Tobacco Quitline Clickotine 	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.*

^{*}The budget for this initiative is an estimate and should be regarded as such.

Community Health Need: Health Education and Navigation

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

nitiative: Promote findHelp.org to connect community members to health and social services.	
Strategies	Anticipated Impact as of December 31, 2024
 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. Educate IU Health Frankfort team members on how to use findHelp.org platform to help assist patients and families find resources in the community. 	 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. Enhance clinical/community linkages to improve access to community health resources.
Internal/External Collaborations	Hospital Resources
 FindHelp.org Community-based organizations providing services or programs in the region Various hospital departments 	Estimated Budget: Additional resources include staff time to coordinate.*
This initiative may also address the community health needs Access to Healthcare Services, Behavioral Health, Chronic Disease and Chronic Disease Management, Aging Population and Needs of Seniors and Social Determinants of Health.	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Support the Bridging the Gap.	
Strategies	Anticipated Impact as of December 31, 2024
 Assess current programs and identify gaps across the region. Develop regional plan to increase number of translators to assist in healthcare. Test IU Health Frankfort team members on language abilities. 	Promote and build capacity of medical interpreters, which will support effective communication in healthcare services.
Internal/External Collaborations	Hospital Resources
■ IU Health WCR Human Resources ■ IU Health WCR Diversity, Equity and Inclusion	Estimated Budget: Additional resources include staff time to coordinate the initiative.*
This initiative may also address the community health need Access to Healthcare Services.	

^{*}The budget for this initiative is an estimate and should be regarded as such.

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.

Strategies	Anticipated Impact as of December 31, 2024
 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. Connect IU Health team members and community partners to align resources for successful grant application. Monitor future and currently funded initiatives. 	 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. Increase various programmatic impacts based on funded initiatives.
Internal/External Collaborations	Hospital Resources
 IU Health Foundation IU Health COE Other IU Health business units, divisions and service lines Various community organizations, based on funded projects 	Estimated Budget: 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.*

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Establish strategic collaborative relationships with local community-based organizations addressing social determinants of health.	
Strategies	Anticipated Impact as of December 31, 2024
 Identify and implement collaborative projects to address health equity and increase inclusivity. Create sustainable partnerships between the clinical teams and community partners. Coordinate regional Congregational Care Network to connect patients to congregation and community volunteers to provide companionship and other resources. Maintain sponsorship for Junior Achievement A BizTown healthcare center. Plan team member community service projects that align with priority health needs and impact populations who have been economically and socially marginalized. 	 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. Ensure community service projects are available to team members at least quarterly for IU Health Frankfort.
Internal/External Collaborations	Hospital Resources
 Indiana Minority Health Coalition Latino Center for Wellness and Education Pride Groups IU Health WCR COE IU Health WCR Population Health IU Health WCR Diversity, Equity and Inclusion 	Estimated Budget: \$45,500 annually. Additional resources include staff time to coordinate programs.*

^{*}The budget for this initiative is an estimate and should be regarded as such.

Initiative: Support career pathway development program.	
Strategies	Anticipated Impact as of December 31, 2024
 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. Increase student knowledge of healthcare career pathways beyond physician roles.
Internal/External Collaborations	Hospital Resources
 Greater Lafayette Career Academy Tecumseh Junior High School IU Health WCR Talent Acquisition IU Health WCR Marketing & Communication IU Health WCR Diversity, Equity and Inclusion 	Estimated Budget: \$2,000 annually. Additional resources include staff time to coordinate efforts.*
This initiative may also address the community health need Access to Healthcare Services.	

^{*}The budget for this initiative is an estimate and should be regarded as such.

Community Health Needs Hospital Will Not Address

IU Health Frankfort will address all the community health needs identified in the 2021 Community Health Needs Assessment.

Please contact **communitybenefit@iuhealth.org** with additional questions.

