

2021 Community Health Needs Assessment

2022-2024 IMPLEMENTATION STRATEGY



White Memorial Hospital



Gary Henriott
Chair of IU Health West Central Region Board of Directors

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Approval Date

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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.

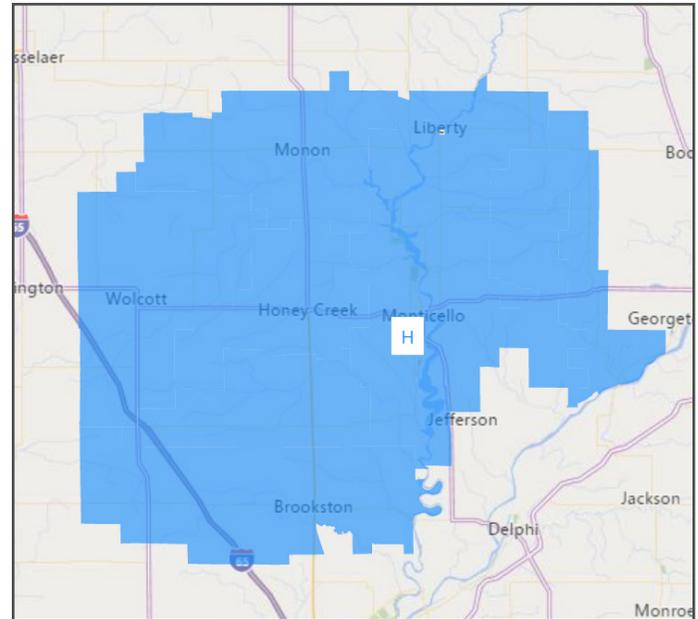
About the Hospital

Indiana University Health 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.

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 White Memorial Hospital's community is defined as White County, Indiana. The county accounted for 86 percent of the hospital's inpatient cases in 2019. The estimated population of this community in 2019 was 24,133. 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 White Memorial Hospital 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 White Memorial Hospital 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 White Memorial Hospital 2021 CHNA, please visit: iuhealth.org/in-the-community/community-benefit.

- 1. Access to Healthcare Services**
- 2. Behavioral Health¹**
- 3. Maternal and Infant Health and Child Well-being**
- 4. Social Determinants of Health²**

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

² *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 mobile Integrated Health Program/Community Paramedicine Program.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ▪ Refer patients to community paramedicine program. ▪ Provide follow-up services at patient's home. ▪ Support service expansions to the paramedicine program. 	<ul style="list-style-type: none"> ▪ Decrease readmittance to hospital or emergency department (ED). ▪ Increase access to health services in the community, including fall risk assessments, wound care, chronic disease management, transportation and more.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ Monticello Fire Department ▪ City of Monticello ▪ Indiana Rural Health Association ▪ Various referral sources 	Estimated Budget: \$100,000 in 2022. Additional resources include staff time.*
This initiative may also address community health needs <i>Behavioral Health, Social Determinants of Health and Maternal and Infant Health and Child Well-being</i> . ³	

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

Initiative: Support community members accessing healthcare services regardless of their ability to pay.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Charity care is provided to eligible patients who are underinsured/uninsured. ▪ Increase the number of patients with healthcare coverage and that understand their benefits.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ IU Health Finance ▪ IU Health Individual Solutions Coordinators (ISCs) 	Estimated Budget: Financial assistance is not a budgeted variable. Additional resources include staff time to assist patients in applying for healthcare coverage programs.*
This initiative may also address the community health need <i>Social Determinants of Health</i> .	

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

³ 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: Create a pipeline, targeting youth and adults, for future healthcare leaders to access local opportunities.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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) 	Estimate 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.

Initiative: Provide IU Health Arnett Primary Care Walk-in Clinic in Monticello.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ▪ Provide onsite same-day services without an appointment. ▪ Clinic hours will be Monday – Friday from 8 am - 5 pm. 	<ul style="list-style-type: none"> ▪ Increase access for same-day services ▪ Decrease misuse of emergency department services.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ IU Health Arnett Primary Care 	Estimated Budget: Additional resources include hospital space and staff time.*
This initiative may also address community health needs <i>Behavioral Health, Maternal and Infant Health and Child Well-being and Social Determinants of Health.</i>	

*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
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ 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 <i>Social Determinants of Health, Aging Population and Needs of Seniors and Chronic Disease and Chronic Disease Management.</i>	

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

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.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ▪ Distribute naloxone to community. ▪ Promote the IU Health White Memorial Hospital Medication Disposal Program. ▪ Participate in annual Medication Take-Back Day events. 	<ul style="list-style-type: none"> ▪ Increase access to naloxone. ▪ Increase the usage of the IU Health Arnett Medication Disposal Box. ▪ Reduce the misuse of prescription drugs.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ IU Health Arnett Behavioral Health ▪ IU Health White Memorial Hospital Retail Pharmacy ▪ IU Health White Memorial Hospital ED ▪ Overdose Lifeline ▪ Purdue BoilerWoRx 	Estimated Budget: \$500 annually. Additional resources include staff time and clinic space.*
This initiative may also address the community health needs <i>Access to Healthcare Services and Social Determinants of Health.</i>	

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

Initiative: Further implement Virtual Care Peer Recovery Coaching Program (provides patients with substance use problems virtual behavioral health services).	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ■ 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. 	<ul style="list-style-type: none"> ■ Increase the number of patients with substance use concerns who receive counseling when visiting the ED.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ■ IU Health Virtual Care Peer Recovery Coaching Program ■ IU Health White Memorial Hospital 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.*
This initiative may also address the community health need <i>Access to Healthcare Services</i> .	

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

Initiative: Develop hospital and community infrastructure for crisis care to support community members with behavioral health concerns.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ■ Coordinate West Central Region (WCR)⁴ 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. ■ Open Crisis Stabilization Unit in region through collaboration with other partners. ■ Connect IU Health departments with organizations addressing behavioral health needs. ■ Implement youth mental health collaborative project to address identified gaps in the community. 	<ul style="list-style-type: none"> ■ Decrease opioid dependency and overdoses in the community. ■ Create a system approach to effectively prevent behavioral health crisis or reduce acute symptoms of illness. ■ Increase IU Health collaboration and partnership in community. ■ Reduce number of youth presenting to the ED with thoughts of suicide.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ■ IU Health Community Outreach and Engagement ■ Providers ■ System Opioid Stewardship Committee ■ White County United Way ■ United Council on Opioids ■ Mental Health America ■ Community Leadership Committee – Crisis Stabilization Unit ■ North Central Health Services ■ Franciscan Health ■ White County HEALTH 4 All Coalition 	Estimated Budget: \$130,000 annually (regional budget). Additional resources include staff time.*

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

⁴ IU Health’s West Central Region includes the hospitals IU Health Arnett, Frankfort and White Memorial.

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
<ul style="list-style-type: none"> Trained behavioral health clinicians provide virtual visits to patients who present in the ED with behavioral health concerns. Ensure services demonstrate cultural humility. 	<ul style="list-style-type: none"> Increase the number of patients receiving behavioral health assistance when visiting the ED.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> IU Health Virtual Care IU Health White Memorial Hospital 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 <i>Access to Healthcare Services</i> .	

*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
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> IU Health Virtual Behavioral Health IU 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 <i>Access to Healthcare Services</i> .	

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

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.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> Tippecanoe County Health Department White County Health Department White County WIC County Coroners IU Health WCR COE 	Estimated Budget: Additional resources include staff time annually. *

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

Initiative: Support the White/Carroll County Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) Program.

Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ■ Provide nutrition and health screenings and assessments. ■ Provide nutrition education and counseling. ■ International Board Certified Lactation Consultant (IBCLC) on staff for breastfeeding support and education. 	<ul style="list-style-type: none"> ■ Increase access to local OB/GYN services. ■ Increase access to medical-forensic examinations within the region and the state of Indiana. ■ Reduce delays in care and evidence collection.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ■ Indiana Department of Health ■ Local health department ■ White County United Way ■ Trustees ■ Libraries 	Estimated Budget: Approximately \$282,000 annually; Varies year to year. Additional resources include staff time.*

This initiative may also address the community health needs *Access to Healthcare Services* and *Social Determinants of Health*.

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

Initiative: Provide increased access to local healthcare services.

Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ■ 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, homicide at Indiana University Health Arnett, White Memorial and Frankfort Hospitals. 	<ul style="list-style-type: none"> ■ Increase access to local OB/GYN services. ■ Increased access to medical-forensic examinations within the region and the state of Indiana. ■ Reduce delays in care and evidence collection.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ■ Dr. Jeffrey Myers, OB/GYN ■ Executive Leaders ■ IU Health Providers ■ IU Health Family Medicine and OB/GYN ■ IU Health Foundation ■ Emergency Departments within the region and beyond ■ Indiana Criminal Justice Institute ■ Department of Child Services from eight different counties ■ Prosecuting Attorneys from eight different counties ■ Law enforcement and first responders ■ Indiana Emergency Nurses Association Forensic Committee 	Estimated Budget: \$80,000 annually (regional). Additional resources include staff time and clinic space.*

This initiative may also address the community needs *Social Determinants of Health* and *Health Education and Navigation*.

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

Initiative: Distribute Safe Sleep education in the community.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ▪ Purchase and distribute series of educational video clips. ▪ Identify partners to play educational videos to appropriate audiences. 	<ul style="list-style-type: none"> ▪ Reduce the risk of Sudden Infant Death Syndrome (SIDS) and other sleep-related causes of infant death.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ Indiana State Department of Health ▪ IU Health WCR Marketing and Communications ▪ Community-based organizations 	Estimated Budget: \$500 annually. Additional resources include staff time and clinic space.*

*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.

Initiative: Provide fiscal support to organizations addressing social determinants of health.	
Strategies	Anticipated Impact as of December 31, 2024
<ul style="list-style-type: none"> ▪ 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. ▪ Award \$5,000 in scholarships to local students pursuing healthcare careers. 	<ul style="list-style-type: none"> ▪ 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. ▪ Various programmatic impacts based on funded initiatives.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ IU Health Foundation ▪ IU Health WCR COE ▪ IU Health White Memorial Hospital Administration ▪ Other IU Health business units, divisions and service lines ▪ White County Schools ▪ Various community organizations, based on funded projects 	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.*
This initiative may also address the community health need <i>Access to Healthcare Services</i> .	

*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
<ul style="list-style-type: none"> ▪ 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. ▪ Attend community meetings and participate in collaborative projects. ▪ Plan team member community service projects that align with priority health needs and impact populations who have been economically and socially marginalized. 	<ul style="list-style-type: none"> ▪ 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 White Memorial Hospital.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ Indiana Minority Health Coalition ▪ White County United Way ▪ IU Health WCR COE ▪ IU Health WCR Region 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
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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
<ul style="list-style-type: none"> ▪ White County Local Schools ▪ 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 <i>Access to Healthcare Services</i> .	

*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
<ul style="list-style-type: none"> ▪ Assess current programs and identify gaps across the region. ▪ Develop regional plan to increase number of translators to assist in healthcare. ▪ Test IU Health White Memorial Hospital team members on language abilities. 	<ul style="list-style-type: none"> ▪ Promote and build capacity of medical interpreters, which will support effective communication in healthcare services.
Internal/External Collaborations	Hospital Resources
<ul style="list-style-type: none"> ▪ 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 <i>Access to Healthcare Services</i> .	

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

Community Health Needs Hospital Will Not Address

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

Please contact communitybenefit@iuhealth.org with additional questions.



White Memorial Hospital