

# 2025–2027 IMPLEMENTATION STRATEGY



# Table of contents

The IU Health Way ..... 3

About the hospital ..... 3

Purpose of a hospital's implementation strategy ..... 3

Community definition ..... 4

Development of implementation strategy ..... 4

Community health needs identified ..... 5

Community health needs hospital will address ..... 6

Community health needs hospital will not address..... 13

Tracking progress and community benefit ..... 13

# The IU Health Way

## Vision ▪ Values ▪ Promise

### 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.



### About the hospital

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 orthopedics and cancer care. The Healthy Beginnings Program assists mothers through pregnancy and parenthood. IU Health Jay is a Joint Commission-approved rural healthcare facility.

The hospital is part of IU Health, the largest and most comprehensive health system in 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.

### Purpose of a hospital's implementation strategy

IU Health Jay presents this implementation strategy which follows the development of its 2024 community health needs assessment (CHNA). Every three years, a CHNA is conducted to understand the community served by the hospital, including its greatest health issues, health disparities and root causes of poor health. This information is then used to inform strategies designed to improve the community's health.

The implementation strategy process is meant to align IU Health and its hospitals' programs, services and resources with goals, objectives and strategic initiatives that address significant community health needs described in the CHNA.

IU Health's process follows the Internal Revenue Service (IRS) Tax Code 501(r) requirements to conduct a CHNA every three years and adopt an implementation strategy that addresses significant community health needs as set forth by the Patient Protection and Affordable Care Act (PPACA).

# Community definition

IU Health Jay defines the local community served as Jay County, Indiana.

In 2022,

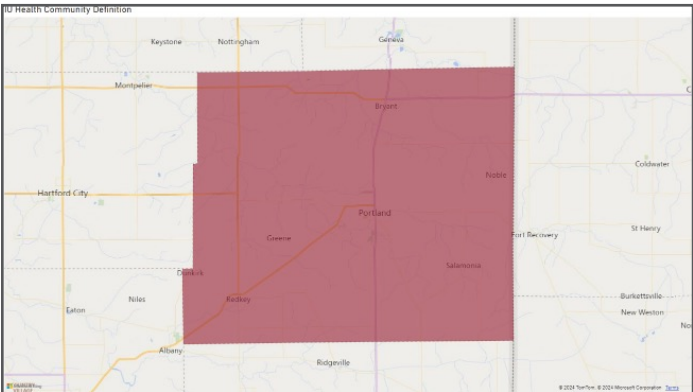
Percent of hospital inpatient cases from local community

83.6%

Estimated total population in local community

20,451

## IU Health Jay local community served – Jay County



Source: Power BI and IU Health, 2024

# Development of implementation strategy

This implementation strategy was developed through conversations with key hospital leaders and community stakeholders within Blackford, Delaware, Jay and Randolph counties. Hospital team members included leaders and clinicians representing multiple areas of expertise, including Administration, Nursing, Behavioral Health, Maternal and Infant Health, clinics and Community Outreach. Community stakeholders included representatives from local county health departments, social service organizations, county corrections, local government officials, faith-based organizations, neighborhood associations, educational institutions, clergy coalitions, philanthropic organizations, food banks, community health organizations and other health care providers.

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

### Learn More

Visit the [IU Health website](#) for more information on the CHNA process, a summary of the significant community health needs, highlights of the many data sources that support the health needs and for a copy of the 2024 IU Health Jay CHNA.



# Community health needs identified

The 2025 – 2027 implementation strategy was developed by IU Health Jay in response to the prioritized community health needs in the 2024 CHNA. The CHNA process was informed by multiple data sources gathered in January through June of 2024. 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 individuals and organizations who participated in the community input process were analyzed and reviewed to assess the health of the community. Health disparities were highlighted across the different data sources too.

Many health needs were identified in the 2024 CHNA with much input from individuals and organizations in the local

community, including ways to address these needs. The Hanlon Method was used to prioritize health needs in the community. This evidence-based technique takes the community health needs and rates them against specific criteria and other factors, identifying issues with the highest scores.

The final list of significant community health needs in the 2024 CHNA are listed below, in alphabetical order. It is not surprising that many, if not all of them, are the same from the 2021 CHNA. These health needs and social determinants of health (i.e., conditions in the environment where people are born, live, learn, work, play, worship and age that impact health) are complex and often connected to one another. Sustained community collaborations and resources as well as comprehensive interventions (i.e., program-to-policy approaches) over longer periods of time will be vital to see changes in health outcomes and health disparities in the local community served by the hospital.

Community health needs hospital will address (in calendar years 2025 –2027)
Access to healthcare services
Aging population and needs of older adults
Behavioral health (mental health and substance use)
Chronic disease prevention and management
Maternal and infant health and child well-being
Smoking, vaping and tobacco use
Social determinants of health
Community health needs hospital will not address
All community health needs identified in the 2024 CHNA will be addressed.

# Community health needs hospital will address

## Community health need: Access to healthcare services

Goal: Increase equitable access to affordable and quality healthcare services.			
<b>Objective</b> (by December 31, 2027): <ul style="list-style-type: none"> <li>■ Increase the number of people who receive clinical and community-based preventive services, especially in geographic areas where resources are limited and for groups experiencing health disparities.</li> <li>■ Increase the number of people who have health insurance and can access payment assistance for healthcare services.</li> <li>■ Increase the development of a skilled and diverse healthcare workforce.</li> </ul>			
Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Provide mobile, home or community-based services that provide education, referrals and prevention services (e.g., screenings and vaccines) outside traditional medical settings.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of services provided</li> <li>■ Number of events where services are provided</li> <li>■ Types of community collaborations</li> </ul>	<ul style="list-style-type: none"> <li>■ Community-based organizations</li> <li>■ IU Health – Healthy Communities department and clinical staff</li> </ul>	Estimated budget: Additional resources include staff time and education, vaccines and clinical supplies.**
Assist people with enrollment in healthcare coverage programs, drug assistance programs and other services.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of people referred for IU Health financial assistance</li> <li>■ Training and certification requirements maintained by IU Health financial counselors</li> </ul>	<ul style="list-style-type: none"> <li>■ Indiana state agencies</li> <li>■ Local social service agencies</li> <li>■ IU Health financial counselors</li> </ul>	Estimated budget: Additional resources include staff time, certification programs and training.**
Implement medical provider recruitment plan to address areas experiencing a shortage of primary and specialty care services.	<ul style="list-style-type: none"> <li>■ Number of providers contracted</li> </ul>	<ul style="list-style-type: none"> <li>■ Internal recruitment resources</li> <li>■ External recruitment resources</li> <li>■ IU Health Ball Residency programs</li> </ul>	Estimated budget: Additional resources include staff time (regional impact).**
Collaborate with local educational institutions for healthcare specific workforce development initiatives.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Types of collaborations with local educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>■ Various local schools</li> <li>■ IU Health Human Resources</li> </ul>	Estimated budget: Additional resources include staff time.**

\*A strategic initiative listed above may impact more than one community health need.

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

## Community health need: Aging population and the needs of older adults

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

**Objective** (by December 31, 2027):

- Increase the number of older adults who receive clinical and community-based healthcare services, especially in geographic areas where resources are limited and for older adults experiencing health disparities.
- Increase the number of older adults who can access social services in the community.

Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Provide health promotion activities (e.g., fall risk education, prescription education and screenings) in the community for older adults.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of events</li> <li>■ Number of health touches</li> </ul>	<ul style="list-style-type: none"> <li>■ Blackford Community Senior Center</li> <li>■ Jay Community Senior Center</li> <li>■ John Jay Center for Learning</li> <li>■ Jay County Public Library</li> <li>■ Local churches</li> <li>■ IU Health Rehab, Pharmacy</li> </ul>	Estimated budget: \$2,000 annually (regional impact). Additional resources include staff time and screening supplies.**
Participate in community health and wellness events for older adults.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of events attended</li> </ul>	<ul style="list-style-type: none"> <li>■ Local churches</li> <li>■ IU Health Rehab, Pharmacy, Community Outreach departments</li> </ul>	Estimated budget: \$1,000 annually.**

\*A strategic initiative listed above may impact more than one community health need.

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

## Community health need: Behavioral health (mental health and substance use)

**Goal: Increase equitable access to affordable and quality behavioral health services.**

**Objective** (by December 31, 2027):

- Increase the number of people who receive behavioral health services, especially in geographic areas where resources are limited and for groups experiencing health disparities.
- Increase the integration of behavioral health with other healthcare services.

Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Provide virtual behavioral health services to increase access to mental health services and professionals.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Types of services offered</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health Virtual Behavioral Health and primary care practices</li> </ul>	Estimated budget: Additional resources include staff time and equipment (system impact).**
Provide the Integrated Social Work Initiative in IU Health clinical settings.	<ul style="list-style-type: none"> <li>■ Number of encounters</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health Virtual Care</li> </ul>	Estimated budget: Additional resources include staff time and equipment (system impact).**
Offer group, individual and peer recovery services through IU Health Jay Behavioral Health.	<ul style="list-style-type: none"> <li>■ Number of individual therapy sessions</li> <li>■ Number of group therapy sessions</li> <li>■ Number of peer recovery sessions</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health Ball Emergency department (ED) and Inpatient Behavioral Health unit</li> <li>■ IU Health Ball Addiction Treatment and Recovery Center</li> </ul>	Estimated budget: Additional resources include staff time and clinic space.**
Participate in community behavioral health promotion and prevention activities with a focus on reducing stigma and poor behavioral health outcomes.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of events attended</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health team members</li> <li>■ Jay County Drug Prevention Coalition</li> <li>■ Meridian Health Services</li> </ul>	Estimated budget: Additional resources include staff time and supplies. **
Provide medication disposal boxes at hospital pharmacy locations.	<ul style="list-style-type: none"> <li>■ Number of disposals</li> <li>■ Amount of disposed medications</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health Retail Pharmacies</li> </ul>	Estimated budget: Additional resources include staff time and the disposal expense.**

\*A strategic initiative listed above may impact more than one community health need.

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



## Community health need: Chronic disease prevention and management

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

**Objective** (by December 31, 2027):

- Increase the number of people who have access to chronic disease screening, referral and disease management services, especially in geographic areas where resources are limited and for groups experiencing health disparities.
- Increase people's ability to monitor and manage their chronic disease.

Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Support the Healthy Community Alliance of East Central Indiana.	<ul style="list-style-type: none"> <li>■ Partner growth</li> <li>■ Number of resources employed by partners</li> <li>■ Number of community collaborations and persons served</li> </ul>	<ul style="list-style-type: none"> <li>■ 150 member coalition includes Jay County Health Department, Purdue Extension, Jay Community Center, Ball State University, Jay Community Schools</li> </ul>	Estimated budget: \$35,000 annually. Additional resources include staff time and supplies (regional impact).**
Provide chronic disease management programming including outpatient nutrition counseling, community support groups, health education, screenings and referrals in the community.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of health touches</li> <li>■ Number of referrals for follow-up care</li> <li>■ Number of lung cancer scans</li> </ul>	<ul style="list-style-type: none"> <li>■ Community-based organizations</li> <li>■ IU Health team members (clinical), nutrition educators and IU Health Imaging Services</li> <li>■ IU Health Community Outreach department</li> </ul>	Estimated budget: Additional resources include staff time and supplies.**

\*A strategic initiative listed above may impact more than one community health need.

\*\*The budget for this strategy 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 all mothers, infants and children.**

**Objective** (by December 31, 2027):

- Increase the number of people who receive maternal health services, especially in geographic areas where resources are limited and for groups experiencing health disparities.
- Increase support service programming for expectant mothers, new parents/caretakers and families.

Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Provide safety, health and injury prevention programs and services to expectant mothers and parents/caretakers of infants and children.	<ul style="list-style-type: none"> <li>■ Number of car seat safety inspections</li> <li>■ Number of car seats distributed</li> <li>■ Number of events attended</li> <li>■ Number of people served</li> <li>■ Number of courses offered</li> </ul>	<ul style="list-style-type: none"> <li>■ Healthy Beginnings</li> <li>■ IU Health Mother/Baby unit</li> </ul>	Estimated budget: Additional resources include staff time, supplies and meeting space.**
Continue to expand Healthy Beginnings Program in Blackford and Jay counties.	<ul style="list-style-type: none"> <li>■ Number of infant navigation occurrences</li> <li>■ Number of maternal navigation occurrences</li> <li>■ Number of new enrollments to HB program</li> </ul>	<ul style="list-style-type: none"> <li>■ Healthy Beginnings team members</li> </ul>	Estimated budget: Additional resources include staff time, supplies and meeting space.**
Offer needed resources to mothers and families attending community baby showers.	<ul style="list-style-type: none"> <li>■ Number of people served</li> </ul>	<ul style="list-style-type: none"> <li>■ Local health departments</li> <li>■ IU Health team members</li> <li>■ Healthy Beginnings</li> </ul>	Estimated budget: \$500+ annually (regional impact). Additional resources include staff time.**
Provide education and other outreach programming at Westminster Preschool.	<ul style="list-style-type: none"> <li>■ Number of children participating in programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Healthy Beginnings team members</li> </ul>	Estimated budget: Additional resources include staff time, supplies and meeting space.**

\*A strategic initiative listed above may impact more than one community health need.

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

## Community health need: Smoking, vaping and tobacco use

Goal: Reduce disease, disability and death related to tobacco use or exposure to secondhand smoke.			
<b>Objective</b> (by December 31, 2027): <ul style="list-style-type: none"> <li>■ Increase access to clinical screening and treatment in the healthcare setting for patients who use tobacco products, especially for those experiencing health disparities.</li> <li>■ Increase tobacco prevention and cessation interventions for youth or adults in the community.</li> </ul>			
Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Provide free tobacco cessation programming to support patients' desire to quit tobacco use.	<ul style="list-style-type: none"> <li>■ Number of referrals</li> <li>■ Number of patients participating in programs</li> <li>■ Number of patients completing programming</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health – Healthy Communities department and clinical staff</li> </ul>	Estimated budget: Additional resources include staff time (system impact).**
Distribute cessation kits in the community.	<ul style="list-style-type: none"> <li>■ Number of kits distributed</li> </ul>	<ul style="list-style-type: none"> <li>■ Healthy Community Alliance of East Central Indiana</li> <li>■ Community-based organizations</li> <li>■ IU Health Cardiopulmonary</li> </ul>	Estimated budget: \$2,000. Additional resources include staff time (regional impact).**

\*A strategic initiative listed above may impact more than one community health need.

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

## Community health need: Social determinants of health (SDOH)

**Goal: Reduce the burden of social and economic barriers keeping people from achieving their full potential for health and well-being.**

**Objective** (by December 31, 2027):

- Increase engagement with community-based organizations and leaders to support initiatives that address key social and environmental factors impacting health.
- Increase screening and referral opportunities for patients and community members to identify and address underlying social needs that impact health.

Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Implement multi-partner community collaborations and interventions through the IU Health Community Impact Investment Fund (CII).	<ul style="list-style-type: none"> <li>■ Number of people/families served by initiative</li> <li>■ SDOH being addressed</li> <li>■ Number and types of community collaborations</li> </ul>	<ul style="list-style-type: none"> <li>■ Community-based organizations</li> <li>■ IU Health – Healthy Communities department, Foundation and team members</li> </ul>	Estimated budget: Additional resources include staff time.**
Engage patients in varied clinical settings to assess social needs and refer to resources.	<ul style="list-style-type: none"> <li>■ Number of people screened for social needs</li> <li>■ Number of people referred to community services</li> </ul>	<ul style="list-style-type: none"> <li>■ Community-based organizations</li> <li>■ IU Health – Healthy Communities department, primary care practices and other team members</li> </ul>	Estimated budget: Additional resources include contracted services with Twistle platform and staff time (system impact).**
Promote findhelp.org to ensure patients and community members can find free and reduced-cost programs to meet their social needs.	<ul style="list-style-type: none"> <li>■ Number of users</li> <li>■ Number of searches</li> <li>■ Types of services sought by users</li> </ul>	<ul style="list-style-type: none"> <li>■ Local food pantries</li> <li>■ Local community health centers</li> <li>■ IU Health – Healthy Communities department</li> </ul>	Estimated budget: \$67,000 annually (system impact). Additional resources include staff time.**
Provide employee service opportunities through IU Health Serves and annual IU Health Day of Service events to address the social needs of community members.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of projects completed</li> <li>■ Number of volunteer hours</li> </ul>	<ul style="list-style-type: none"> <li>■ Community-based organizations</li> <li>■ IU Health – Healthy Communities department and team members</li> </ul>	Estimated budget: Additional resources include staff time and funding.**

\*A strategic initiative listed above may impact more than one community health need.

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

## Community health needs hospital will not address

IU Health Jay will address all the community health needs identified in the 2024 community health needs assessment.

## Tracking progress and community benefit

Every year, from 2025 to 2027, IU Health Jay will report its progress on the above strategic initiatives on the Internal Revenue Services (IRS) Schedule H (Form 990) along with community benefit spending on financial assistance, unreimbursed Medicaid, other community

benefit and community building activities initiatives. Visit the [Indiana Department of Health](#) website to view this form.

IU Health also publishes a yearly report that highlights community benefit spending by the healthcare system and its hospitals, including IU Health Jay. Visit the [IU Health website](#) to view the report.

### Contact us

IU Health values what matters to our patients and the communities we serve. We welcome your comments, questions and feedback on this implementation strategy. Written comments can be sent to [communitybenefit@iuhealth.org](mailto:communitybenefit@iuhealth.org).





Jay