

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 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 and 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.

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 North Hospital 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 the 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 North Hospital defines the local community as Boone, Hamilton and Marion counties, Indiana.

In 2022,

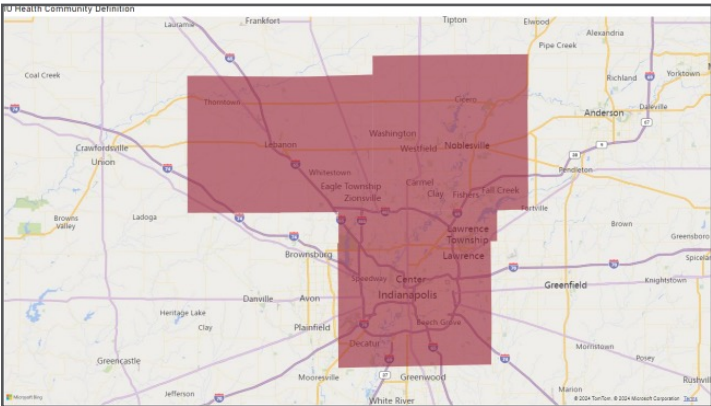
Percent of hospital inpatient cases from local community

76.7%

Estimated total population in local community

1,392,499

IU Health North Hospital local community served – Boone, Hamilton and Marion counties



Source: Power BI and IU Health, 2024

Development of implementation strategy

This implementation strategy was developed by a team from IU Health North Hospital that included the Indy Metro Region community outreach team, local organizations, hospital leaders and team members from a variety of departments, including Integrated Care, Allied Health and Cardiovascular Services.

Each year, senior leadership at IU Health North Hospital 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 North Hospital CHNA.

Community health needs identified

The 2025 – 2027 implementation strategy was developed by IU Health North Hospital 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.			
Objective (by December 31, 2027): <ul style="list-style-type: none"> ■ 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. ■ Increase the number of people who have health insurance and can access payment assistance for healthcare services. 			
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"> ■ Number of people served ■ Number of services provided ■ Number of events where services are provided ■ Types of community collaborations 	<ul style="list-style-type: none"> ■ Hamilton County churches ■ Hamilton County food pantries ■ Hamilton County Health Department ■ HOPE Family Care Center ■ Trinity Free Clinic ■ IU Health – Healthy Communities department and clinical staff 	Estimated budget: \$6,000 annually. 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"> ■ Number of people served ■ Number of people referred for IU Health financial assistance ■ Training and certification requirements maintained by IU Health financial counselors 	<ul style="list-style-type: none"> ■ Indiana state agencies ■ Local social service agencies ■ IU Health financial counselors 	Estimated budget: Additional resources include staff time and the expense of certifications and training.**
Provide employee service opportunities through IU Health Serves and funding to local community health centers.	<ul style="list-style-type: none"> ■ Number of patient visits to community health centers ■ Number of staff and board participation hours at clinics ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ Heart and Soul Free Clinic ■ HOPE Family Care Center ■ Trinity Free Clinic ■ IU Health – Healthy Communities department and clinical staff 	Estimated budget: \$30,000 annually. Additional resources include staff time and fees for IU Health team member background checks to staff clinics.**

*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): <ul style="list-style-type: none"> ■ 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 vaccine clinics and health screenings (e.g., cholesterol, A1C and blood pressure) to older adults.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of services provided ■ Number of events where services are provided 	<ul style="list-style-type: none"> ■ PrimeLife Enrichment ■ Shepherd's Center of Hamilton County ■ IU Health – Healthy Communities department and clinical staff 	Estimated budget: \$4,000 annually. Additional resources include staff time, vaccines and supplies.**
Provide funding to support free mental health counseling for older adults.	<ul style="list-style-type: none"> ■ Number of counseling sessions completed ■ Number of people served ■ Percent improvement in mental health ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ Shepherd's Center of Hamilton County 	Estimated budget: \$12,500 annually.**
Provide funding to increase accessible transportation services for older adults.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of rides provided 	<ul style="list-style-type: none"> ■ PrimeLife Enrichment 	Estimated budget: \$5,000 annually.**
Coordinate health education by IU Health staff at community-based organizations that serve older adults.	<ul style="list-style-type: none"> ■ Number of attendees ■ Percent increase in health knowledge 	<ul style="list-style-type: none"> ■ Local senior living facilities ■ PrimeLife Enrichment ■ Shepherd's Center of Hamilton County ■ IU Health team members 	Estimated budget: \$1,000 annually. Additional resources include staff time.**
Provide employee service opportunities through IU Health Serves to benefit older adults.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of service projects completed ■ Number of volunteer hours 	<ul style="list-style-type: none"> ■ PrimeLife Enrichment ■ Shepherd's Center of Hamilton County ■ IU Health – Healthy Communities department and team members 	Estimated budget: \$1,000 annually. Additional resources include staff time and project materials.**

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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"> ■ Number of people served ■ Types of services offered 	<ul style="list-style-type: none"> ■ IU Health Virtual Behavioral Health and primary care practices 	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"> ■ Number of encounters 	<ul style="list-style-type: none"> ■ IU Health Virtual Care 	Estimated budget: Additional resources include staff time and equipment (system impact).**
Provide funding to community-based organizations that offer individual or family mental health services.	<ul style="list-style-type: none"> ■ Number of people served ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ Aspire Indiana Health ■ HOPE Family Care Center ■ Ignite Transform 	Estimated budget: \$10,000 annually.**
Provide funding to community-based organizations that serve victims/survivors of crime, abuse and trauma.	<ul style="list-style-type: none"> ■ Number of people served ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ Aspire Indiana Health ■ Cherish Child Advocacy Center ■ Prevail 	Estimated budget: \$5,000 annually.**
Provide information on community mental health resources at IU Health events and in hospitals.	<ul style="list-style-type: none"> ■ Number of events where education is distributed ■ Number of hospital locations where education is distributed 	<ul style="list-style-type: none"> ■ IU Health Guest Relations 	Estimated budget: \$1,000 annually. **

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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
Provide free community programs, resources and funding to improve individual wellness and manage chronic diseases, including hypertension and diabetes.	<ul style="list-style-type: none"> ■ Number of people served ■ Percent improvement of health measurements 	<ul style="list-style-type: none"> ■ Local fitness and nutrition centers ■ IU Health team members 	Estimated budget: \$11,000 annually. Additional resources include staff time and supplies for health screenings.**
Provide hypertension management programming, including health education, screenings and referrals in the community (e.g., local food pantries, churches and other locations).	<ul style="list-style-type: none"> ■ Number of people served ■ Number of screening events in the community ■ Types of collaborations with the community and public health sectors 	<ul style="list-style-type: none"> ■ Good Samaritan Network of Hamilton County ■ Local churches ■ Local food pantries ■ Shepherd's Center of Hamilton County ■ IU Health – Healthy Communities department and clinical staff 	Estimated budget: \$5,000 annually. Additional resources include staff time, clinical supplies, blood pressure equipment and educational materials.**

*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 funding to community health centers to increase the services and reach of women's health and pediatric services.	<ul style="list-style-type: none"> ■ Number of patient visits to community health centers ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ Heart and Soul Free Clinic ■ HOPE Family Care Center ■ Trinity Free Clinic 	Estimated budget: \$10,000 annually.**
Provide free breastfeeding support groups and consultations for mothers to support breastfeeding their babies.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of support groups provided 	<ul style="list-style-type: none"> ■ IU Health Childbirth Education and lactation consultants 	Estimated budget: \$2,000 annually. Additional resources include staff time and supplies for support groups.**
Provide parenting and prenatal programs to teach parents/caretakers healthy parenting practices (e.g., cardiopulmonary resuscitation, first aid for infants and children, and car seat safety).	<ul style="list-style-type: none"> ■ Number of people served ■ Number of programs provided 	<ul style="list-style-type: none"> ■ IU Health Childbirth Education 	Estimated budget: \$2,000 annually. Additional resources include staff time and supplies.**
Provide employee service opportunities through IU Health Serves to local community health centers with services benefiting women and pediatric patients.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of service projects completed ■ Number of volunteer hours 	<ul style="list-style-type: none"> ■ Heart and Soul Free Clinic ■ HOPE Family Care Center ■ Trinity Free Clinic ■ IU Health – Healthy Communities department and clinical staff 	Estimated budget: \$1,000 annually. Additional resources include fees for IU Health team member background checks to staff the clinics, staff time and project materials.**

*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.

Objective (by December 31, 2027):

- Increase access to clinical screening and treatment in the healthcare setting for patients who use tobacco products, especially for those experiencing health disparities.
- Increase tobacco prevention and cessation interventions for youth or adults in the community.

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"> ■ Number of referrals ■ Number of patients participating in programs ■ Number of patients completing programming 	<ul style="list-style-type: none"> ■ IU Health – Healthy Communities department and clinical staff 	Estimated budget: Additional resources include staff time (system impact).**
Provide funding and support to community-based organizations that expand tobacco and vape-free initiatives.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of initiatives supported 	<ul style="list-style-type: none"> ■ Breathe Easy Hamilton County ■ Tobacco Free Hamilton County Alliance ■ IU Health team members 	Estimated budget: \$2,000 annually. Additional resources include staff time.**

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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"> ■ Number of people/families served by initiative ■ SDOH being addressed ■ Number and types of community collaborations 	<ul style="list-style-type: none"> ■ Community-based organizations ■ IU Health – Healthy Communities department, Foundation and team members 	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"> ■ Number of people screened for social needs ■ Number of people referred to community services 	<ul style="list-style-type: none"> ■ Community-based organizations ■ IU Health – Healthy Communities department, primary care practices and other team members 	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"> ■ Number of users ■ Number of searches ■ Types of services sought by users 	<ul style="list-style-type: none"> ■ Local food pantries ■ Local community health centers ■ IU Health – Healthy Communities department 	Estimated budget: \$67,000 annually (system impact). Additional resources include staff time.**
Provide funding and support to community-based organizations addressing social determinants of health, especially housing and food insecurity.	<ul style="list-style-type: none"> ■ Number of people served ■ Quantity of food provided ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ Aspire Indiana Health ■ Habitat for Humanity of Greater Indianapolis ■ Hamilton County Harvest Food Bank ■ Local youth assistance programs ■ Teter Organic Farm ■ IU Health team members 	Estimated budget: \$15,000 annually. Additional resources include staff time.**
Provide employee service opportunities through IU Health Serves that address the social needs of community members.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of projects completed ■ Number of volunteer hours 	<ul style="list-style-type: none"> ■ Good Samaritan Network of Hamilton County ■ Habitat for Humanity of Greater Indianapolis ■ Hamilton County Harvest Food Bank ■ Local youth assistance programs ■ Shepherd's Center of Hamilton County ■ IU Health – Healthy Communities department and team members 	Estimated budget: \$3,000 annually. Additional resources include staff time and project materials.**

*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 North Hospital 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 North Hospital 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. 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 North Hospital. 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.



North Hospital