

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..... 10

Tracking progress and community benefit 10

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

Riley Hospital for Children is in downtown Indianapolis and serves the pediatric population of Marion County and the state of Indiana. As Indiana's largest and most skilled pediatric facility, Riley Hospital for Children provides care in a wide variety of specialties, including pediatric trauma, thoracic surgery and neurosurgery. Riley Hospital for Children is a Magnet-designated facility recognized by the American Nurses Credentialing Center for demonstrating excellence in nursing services and high-quality clinical outcomes for patients.

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

Riley Hospital for Children 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

Riley Hospital for Children defines the local community served as Marion County, Indiana. The hospital also serves the state of Indiana as a whole.

In 2022,

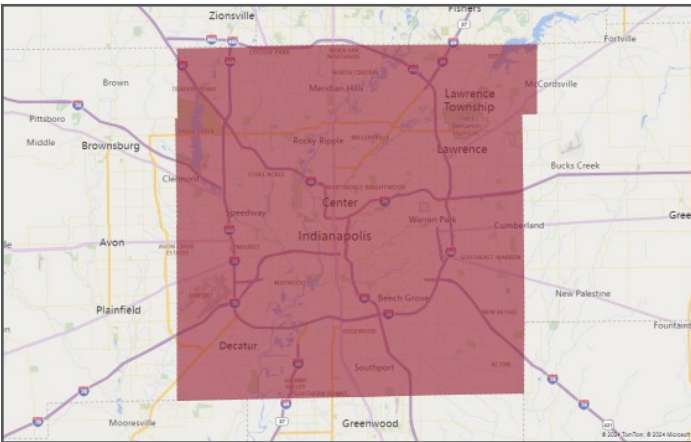
Percent of hospital inpatient cases from local community

53.7%

Estimated total population in local community

971,737

Riley Hospital for Children local community served – Marion County



Source: Power BI and IU Health, 2024

Development of implementation strategy

This implementation strategy was developed by senior leadership and team members at Riley Hospital for Children in collaboration with IU Health’s Healthy Communities department. The development of the strategy was an assessment of existing and future services, community supports, resources and contributions to community-based organizations. The initiatives in this strategy reflect collaborations and partnerships within Riley Children’s Health, the Indiana University School of Medicine and varied community-based organizations and agencies.

Each year, senior leadership at Riley Hospital for Children 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 Riley Hospital for Children CHNA.

Community health needs identified

The 2025 – 2027 implementation strategy was developed by Riley Hospital for Children 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
Behavioral health (mental health and substance use)
Maternal and infant health and child well-being
Social determinants of health
Community health needs hospital will not address
Chronic disease prevention and management
Smoking, vaping and tobacco use

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 children 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 children 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"> ■ Community-based organizations ■ IU Health – Healthy Communities department and clinical staff 	Estimated budget: Additional resources include staff time and education, vaccines and clinical supplies.**
Expand primary and specialty services throughout the state to locations more readily available for patients and their families.	<ul style="list-style-type: none"> ■ Number of locations in designated healthcare shortage areas ■ Number of patients served 	<ul style="list-style-type: none"> ■ Riley primary and specialty services 	Estimated budget: Additional resources include staff time.**
Assist children and families 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, certification programs and training.**
Provide funding to community-based organizations that provide health education, healthcare services or increase access to healthcare coverage.	<ul style="list-style-type: none"> ■ Number of community benefit grants ■ Number of people served 	<ul style="list-style-type: none"> ■ Community health centers and community-based organizations ■ IU Health – Healthy Communities department 	Estimated budget: \$30,000 annually. Additional resources include staff time to coordinate grants.**

*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): <ul style="list-style-type: none"> ■ Increase the number of children 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
Expand prevention and early intervention programs available in varied clinical settings to children and their families.	<ul style="list-style-type: none"> ■ Types and number of services provided ■ Number of children and families served 	<ul style="list-style-type: none"> ■ Neuroscience Center ■ IU School of Medicine ■ Community-based organizations ■ IU Health 	Estimated budget: Additional resources include staff time.**
Ensure behavioral health safe emergency department (ED).	<ul style="list-style-type: none"> ■ ED room modifications ■ Number of ED staff participating in crisis training 	<ul style="list-style-type: none"> ■ IU School of Medicine ■ IU Health Neuroscience ■ IU Health emergency department staff 	Estimated budget: Additional resources include staff time.**
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 training to current and future behavioral health workforce through partnerships and care models.	<ul style="list-style-type: none"> ■ Number of trainings ■ Types of training provided 	<ul style="list-style-type: none"> ■ Behavioral health development centers ■ IU School of Medicine 	Estimated budget: \$600,000. Additional resources include staff time.**
Provide funding to community-based organizations that provide health education, healthcare services, or increase access to healthcare coverage.	<ul style="list-style-type: none"> ■ Number of community benefit grants ■ Number of people served 	<ul style="list-style-type: none"> ■ Community health centers and community-based organizations ■ IU Health – Healthy Communities department 	Estimated budget: \$30,000 annually. Additional resources include staff time to coordinate grants.**

*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
Implement a collective impact collaborative, to reduce infant mortality in Marion County.	<ul style="list-style-type: none"> ■ Maintain diverse coalition of community partners ■ Identify specific needs of community ■ Identify interventions to reduce health disparities 	<ul style="list-style-type: none"> ■ Community-based organizations, especially those with a focus on advancing health equity and reducing infant mortality ■ IU Health – Healthy Communities department and Maternity Tower 	Estimated budget: Additional resources include staff time and contractor services.**
Riley Children's Health staff participate in community-oriented processes to review maternal, fetal and infant deaths.	<ul style="list-style-type: none"> ■ Number of staff participating review committees ■ Number of hours ■ Program to policy implementation 	<ul style="list-style-type: none"> ■ Marion County Public Health Department ■ Indiana Department of Health ■ Riley Children's Health team members 	Estimated budget: Additional resources include staff time.**
Expand the types of healthcare professionals connecting women and new mothers, especially those with limited resources, to resources to address social needs and maternal health.	<ul style="list-style-type: none"> ■ Number of women enrolled in program ■ Types of supplies distributed to mothers and infants ■ Number of maternal risky behaviors reduced in patients ■ Number of mothers connected to community resources ■ Number of mothers screened for social needs 	<ul style="list-style-type: none"> ■ Community-based organizations ■ Riley Hospital for Children Maternity Tower, Neonatology (NICU), Early Years, Family Medicine and Obstetrics ■ IU Health – Healthy Communities department 	Estimated budget: Additional resources include staff time and program supplies.**
Maintain Level IV in the Indiana Department of Health Indiana Perinatal Levels of Care Program.	<ul style="list-style-type: none"> ■ Number of trainings ■ Number of hours of outreach simulation education ■ Number of learners and hospitals participating in education and trainings 	<ul style="list-style-type: none"> ■ Affiliate hospitals within the Riley Perinatal Network ■ Other Perinatal Centers in the state ■ Indiana Department of Health ■ IU Health Clinical Effectiveness Councils ■ Riley Children's Hospital Strategy ■ Riley Children's Health Simulation team ■ Riley Children's Divisions of Neonatal-Perinatal Medicine and Maternal Fetal Medicine 	Estimated budget: Additional staff time and supplies for training.**

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

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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.**
Implement IU Health High School Fellowship.	<ul style="list-style-type: none"> ■ Number of students participating in cohorts ■ Number of students completing the fellowship 	<ul style="list-style-type: none"> ■ Mosaic Center – IU Health ■ Community-based organizations ■ Non-profit and for-profit organizations ■ Professional Development organizations ■ IU Health clinical and non-clinical team members 	Estimated budget: Additional resources include staff time to coordinate the program.**
Coordinate injury prevention, training and education initiatives.	<ul style="list-style-type: none"> ■ Number of children and families served 	<ul style="list-style-type: none"> ■ Community-based organizations ■ IU Health – Healthy Communities department and Riley team members 	Estimated budget: Additional resources include staff time.**
Provide funding to community-based organizations that seek to meet the social needs of community members.	<ul style="list-style-type: none"> ■ Number of community benefit grants ■ Number of people served 	<ul style="list-style-type: none"> ■ Community-based organizations ■ IU Health – Healthy Communities department 	Estimated budget: \$20,000 annually. Additional resources include staff time to coordinate grant program.**
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"> ■ Community-based organizations ■ IU Health – Healthy Communities department 	Estimated budget: 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

No one healthcare organization can address all the significant community health needs identified in the local community. This is not meant to minimize the importance of any health need or the integrity of the CHNA process. Riley Hospital for Children is committed to addressing community health needs that align with its vision and values, having the greatest opportunity to activate and leverage hospital resources as well as maximize current strategic collaborations with community-based partners.

This implementation strategy will not directly address the following community health needs identified in the 2024 community health needs assessment. Existing Riley programs and services impact these areas. The hospital will continue to seek opportunities to collaborate with community-based organizations to develop and use best practices to address these needs in the community.

Chronic disease prevention and management

Riley Hospital for Children is actively addressing chronic diseases with an array of clinical services that focus on diagnoses, treatment and education for pediatric community members. The departments and programs with a focus on chronic disease include asthma, diabetes (Type 1 and II), cancer, congenital heart disease, cystic fibrosis, developmental medicine and sickle cell care. As a nonprofit healthcare system affiliated with the Indiana University School of Medicine, Riley Hospital for Children's chronic disease services are vital to addressing care gaps throughout the state and to care for patients closer to their homes. The hospital remains focused on providing clinical care to all pediatric community members impacted by chronic diseases based on the current resources available.

Smoking, vaping and tobacco use

Riley Hospital for Children does not offer a specific smoking cessation program for pregnant women and pediatric patients, nor is there targeted community outreach and engagement activities focused on youth smoking and tobacco use. The Indiana Department of Health's local tobacco control coalitions such as Smoke Free Indy and other groups including the TOP 10 Coalition, Indiana Cancer Consortium, American Lung Association in Indiana, and VOICE focus on prevention, education, cessation and policy to address tobacco use during pregnancy and youth smoking and tobacco use (including e-cigarettes). Riley Children's Health is committed to reducing the harms of tobacco use during pregnancy, secondhand smoke exposure to infants and children, and youth smoking and tobacco use by screening individual patients and families and promoting evidence-based education and cessation resources.

Tracking progress and community benefit

Every year, from 2025 to 2027, Riley Hospital for Children 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 Riley Hospital for Children. 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.



Riley Hospital for Children
Indiana University Health