

2025–2027 IMPLEMENTATION STRATEGY



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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 University Hospital, located in downtown Indianapolis, is part of the downtown IU Health campus. The hospital provides high acuity care across an array of specialties, including Level 1 Trauma care. The hospital 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

IU Health University 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 University Hospital defines the local community served as Marion County, Indiana. IU Health University Hospital also serves the state of Indiana as a whole.

In 2022,

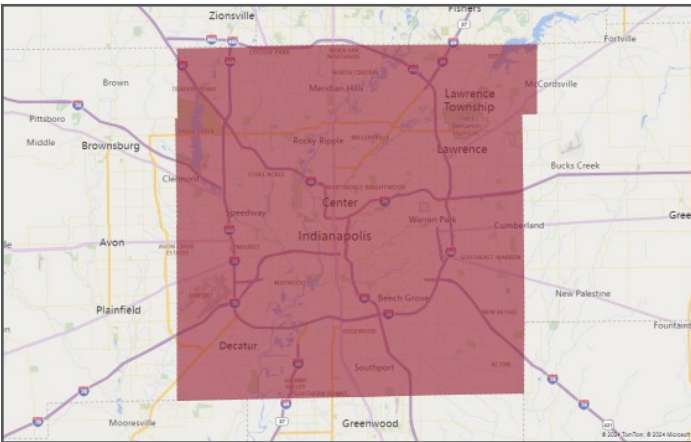
Percent of hospital inpatient cases from local community

52%

Estimated total population in local community

971,737

IU Health University Hospital 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 IU Health University Hospital 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 IU Health University Hospital, the Indiana University School of Medicine and varied community-based organizations and agencies that serve a variety of groups within the community.

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

Community health needs identified

The 2025 – 2027 implementation strategy was developed by IU Health University 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
Behavioral health (mental health and substance use)
Chronic disease prevention and management
Smoking, vaping and tobacco use
Social determinants of health
Community health needs hospital will not address
Aging population and needs of older adults
Maternal and infant health and child well-being

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"> ■ Community-based organizations ■ IU Health – Healthy Communities department and clinical staff 	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"> ■ 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 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).**
Further develop and implement behavioral health services into varied clinical settings.	<ul style="list-style-type: none"> ■ Number of people served ■ Types of services offered 	<ul style="list-style-type: none"> ■ IU Health Behavioral Health and other departments 	Estimated budget: Additional resources include staff time.**
Provide funding to community-based organizations that provide behavioral health services in the community.	<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: 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): <ul style="list-style-type: none"> ■ 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
Implement mobile lung cancer screening program.	<ul style="list-style-type: none"> ■ Number of patients screened 	<ul style="list-style-type: none"> ■ IU Simon Comprehensive Cancer Center ■ IU Health Foundation 	Estimated budget: Additional resources include staff time.**
Plan and implement cardiovascular health initiative that focuses on reducing hypertension, including health disparities in hypertension.	<ul style="list-style-type: none"> ■ Number of people screening in the community ■ Number of people who received a virtual care visit ■ Number of people connected with primary care provider 	<ul style="list-style-type: none"> ■ Barbershops ■ Community-based organizations ■ IU Health – Healthy Communities department 	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: 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): <ul style="list-style-type: none"> ■ 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).**

*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"> ■ 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"> ■ Nutrition Hub (IU Health, Gleaners and Purdue University) and local food pantries ■ Local community health centers ■ IU Health – Healthy Communities department 	Estimated budget: \$67,000 annually (system impact). Additional resources include staff time.**
Collaborate with community partners to provide injury and hospital violence intervention programs.	<ul style="list-style-type: none"> ■ Number of people served ■ Types of services offered 	<ul style="list-style-type: none"> ■ Indianapolis Public Safety Foundation ■ Health Alliance for Violence Intervention ■ Community-based organizations ■ IU Health Trauma and Emergency Department team members 	Estimated budget: Additional resources include staff time.**
Expand the Medical-Legal Partnership (collaborative intervention between hospital and legal aid professionals to assist patients and their families).	<ul style="list-style-type: none"> ■ Number of people served ■ Number of cases referred for services ■ Types of cases 	<ul style="list-style-type: none"> ■ Community legal aid professions ■ IU Health legal counsel and Healthy Communities department 	Estimated budget: Additional resources include staff time.**
Promote Mosaic Center for Work, Life and Learning as part of the Indy Health District Initiative.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of trainings provided 	<ul style="list-style-type: none"> ■ Local Initiatives Support Corporation ■ Industry certification and post-secondary education partners ■ Community centers and other non-profit organizations ■ IU Health team members 	Estimated budget: Additional resources include staff time.**

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

Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Support the Indy Health District's efforts to create healthier communities in neighborhoods near IU Health's new downtown hospital.	<ul style="list-style-type: none"> Number of people served Number of initiatives launched Number of partnerships developed 	<ul style="list-style-type: none"> Indy Health District The Children's Museum of Indianapolis Citizens Energy Group Ivy Tech Community College Local neighborhoods IU Health – Healthy Communities department 	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 and team members 	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. IU Health University Hospital 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 IU Health University Hospital 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.

Aging population and needs of older adults

IU Health University Hospital is actively addressing the health-related needs of older adults, which can be complex and require additional attention to care coordination. In particular, the hospital partners with the IU Health Medical Group (i.e., physician medical group) to provide a dedicated geriatric care team that offers clinical evaluations and integrated care management for patients over the age of 65 receiving acute care. The team works with a CICOA Aging and In-Home Solutions representative to connect patients with home health services and community resources. IU Health maintains a strategic partnership with the Center for Aging Research, a collaborative effort between the Indiana University School of Medicine and Regenstreif Institute, to support research that seeks to better the lives of aging adults and their caregivers. IU Health University Hospital will explore the *Dementia Friends Indiana Hospitals* designation too.

Maternal and infant health and child well-being

IU Health University Hospital is in downtown Indianapolis and is part of the downtown IU Health campus that also includes IU Health Methodist Hospital and Riley Hospital for Children. The latter hospital's Maternity Tower centralizes all maternity and newborn health services offered at the three downtown hospitals.

Tracking progress and community benefit

Every year, from 2025 to 2027, IU Health University 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](https://www.in.gov/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 University Hospital. Visit the [IU Health website](https://iuhealth.org/) 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.

