

IU Health West Hospital  
2024 Community Health Needs Assessment

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# 2025–2027 IMPLEMENTATION STRATEGY



West Hospital

Approved and adopted by the IU Health West  
Hospital Board of Directors, 4/17/2025

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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 West Hospital is a 173-bed facility located in Avon, Indiana, providing inpatient and outpatient services to the residents of Hendricks County and beyond, including specialty care in cancer, cardiology, orthopedics and more. IU Health West Hospital is a Magnet-designated hospital 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 West 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 West Hospital defines the local community served as Hendricks and Marion counties, Indiana.

In 2022,

Percent of hospital inpatient cases from local community

87.4%

Estimated total population in local community

1,147,376

## IU Health West Hospital local community served – Hendricks 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 West 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 the IU Health West 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 West Hospital CHNA.



# Community health needs identified

The 2025 – 2027 implementation strategy was developed by IU Health West 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.			
<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> </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.**
Provide employee service opportunities through IU Health Serves and funding to local community health centers.	<ul style="list-style-type: none"> <li>■ Number of patient visits to community health centers</li> <li>■ Number of staff and board participation hours at clinics</li> </ul>	<ul style="list-style-type: none"> <li>■ Hope Healthcare</li> <li>■ IU Health team members</li> </ul>	Estimated budget: \$35,000 annually. Additional resources include staff time and fees for IU Health team member background checks to staff health clinic.**
Provide access to primary care in existing primary care health professional shortage areas.	<ul style="list-style-type: none"> <li>■ Number of primary care physicians added to IU Health Medical Group practices</li> </ul>	<ul style="list-style-type: none"> <li>■ Eagle Highlands Primary Care</li> <li>■ IU Health West Hospital</li> </ul>	Estimated budget: 2025 – \$325,545 and 2026 – 2027 - \$651,090.**

\*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.			
<b>Objective</b> (by December 31, 2027): <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Increase the number of older adults who can access social services in the community.</li> </ul>			
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"> <li>■ Number of people served</li> <li>■ Number of services provided</li> <li>■ Number of events where services are provided</li> </ul>	<ul style="list-style-type: none"> <li>■ Hendricks County Senior Services</li> <li>■ Hendricks County Health Department</li> <li>■ IU Health – Healthy Communities department and clinical staff</li> </ul>	Estimated budget: \$10,000 annually. Additional resources include staff time, vaccines and supplies.**
Coordinate health education by IU Health staff at community-based organizations that serve older adults.	<ul style="list-style-type: none"> <li>■ Number of attendees</li> <li>■ Percent increase in health knowledge</li> </ul>	<ul style="list-style-type: none"> <li>■ Local senior living facilities</li> <li>■ Hendricks County Senior Services</li> <li>■ IU Health team members</li> </ul>	Estimated budget: Additional resources include staff time.**
Provide employee service opportunities through IU Health Serves to benefit older adults.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of service projects completed</li> <li>■ Number of volunteer hours</li> </ul>	<ul style="list-style-type: none"> <li>■ Hendricks County Senior Services</li> <li>■ IU Health – Healthy Communities department and team members</li> </ul>	Estimated budget: \$1,000 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 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.

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).**
Provide funding to community-based organizations that offer individual or family mental health services.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Types of services expanded because of funding</li> </ul>	<ul style="list-style-type: none"> <li>■ Cummins Behavioral Health</li> <li>■ Mental Health America of Hendricks County</li> <li>■ Plainfield Youth Assistance Program</li> </ul>	Estimated budget: \$20,000 annually. Additional resources include staff time.**
Provide funding to community-based organizations that serve victims/survivors of crime, abuse and trauma.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Types of services expanded because of funding</li> </ul>	<ul style="list-style-type: none"> <li>■ Sheltering Wings</li> <li>■ Susie's Place</li> </ul>	Estimated budget: \$27,500 annually.**
Provide a free SMART recovery support group for community members to provide support for those struggling with or recovering from substance use disorder.	<ul style="list-style-type: none"> <li>■ Number of people served</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health Behavioral Health staff</li> </ul>	Estimated budget: \$1,000 annually. 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: 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"> <li>■ Number of people served</li> <li>■ Percent improvement of health measurements</li> <li>■ Number of youths who receive scholarships to participate in Brownsburg Little League</li> <li>■ Number of first aid kits assembled and donated</li> </ul>	<ul style="list-style-type: none"> <li>■ Local fitness and nutrition centers</li> <li>■ Brownsburg Little League</li> <li>■ Brownsburg Schools</li> <li>■ IU Health team members</li> </ul>	Estimated budget: \$24,000 annually. Additional resources include staff time, supplies for first aid kits and 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"> <li>■ Number of people served</li> <li>■ Number of community screening events</li> <li>■ Detail of collaborations with community and public health partners</li> </ul>	<ul style="list-style-type: none"> <li>■ Hendricks County Health Department</li> <li>■ Local churches</li> <li>■ Local food pantries</li> <li>■ Community-based organizations</li> </ul>	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
Support Women, Infants and Children (WIC) program through a partnership with Purdue Extension.	<ul style="list-style-type: none"> <li>■ Number of vouchers printed</li> <li>■ Number of vouchers redeemed</li> </ul>	<ul style="list-style-type: none"> <li>■ Purdue Extension</li> </ul>	Estimated budget: \$3,000 annually.**
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"> <li>■ Number of people served</li> <li>■ Number of service projects completed</li> <li>■ Number of volunteer hours</li> </ul>	<ul style="list-style-type: none"> <li>■ IU Health – Healthy Communities department and clinical staff</li> </ul>	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"> <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).**
Provide funding and support to community-based organizations that expand tobacco and vape-free initiatives.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Number of initiatives supported</li> <li>■ Types and details of initiatives</li> </ul>	<ul style="list-style-type: none"> <li>■ Hendricks County Health Partnership</li> <li>■ IU Health team members</li> </ul>	Estimated budget: \$5,000 annually. 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: 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 funding and support to community-based organizations that address social determinants of health, especially housing and food insecurity.	<ul style="list-style-type: none"> <li>■ Number of people served</li> <li>■ Quantity of food provided</li> </ul>	<ul style="list-style-type: none"> <li>■ Avon Community Schools</li> <li>■ Avon Education Foundation</li> <li>■ Habitat for Humanity of Greater Indianapolis</li> <li>■ Hendricks County Food Pantry Coalition</li> <li>■ Family Promise of Hendricks County</li> <li>■ Purdue Extension of Hendricks County</li> <li>■ Wayne Township Education Foundation</li> </ul>	Estimated budget: \$64,000 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"> <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>■ Avon Community Schools</li> <li>■ Habitat for Humanity of Greater Indianapolis</li> <li>■ Local food pantries</li> <li>■ Family Promise</li> </ul>	Estimated budget: \$2,000 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 West 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 West 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 West 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](mailto:communitybenefit@iuhealth.org).



