

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 White Memorial Hospital is a critical access hospital in Monticello, Indiana, serving residents of White County and the surrounding area. It offers a comprehensive array of inpatient and outpatient healthcare services, including specialties such as cancer care, orthopedics and neurology. IU Health White Memorial Hospital is a Pathway to Excellence designated facility.

The hospital is part of IU Health, the largest and most comprehensive health system in Indiana. IU Health, in partnership with Indiana University School of Medicine, one of the nation's leading medical schools, gives patients access to leading-edge medicine and treatment options that are available first, and often only, at IU Health.

Purpose of a hospital's implementation strategy

IU Health White Memorial 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 White Memorial Hospital defines the local community served as White County, Indiana.

In 2022,

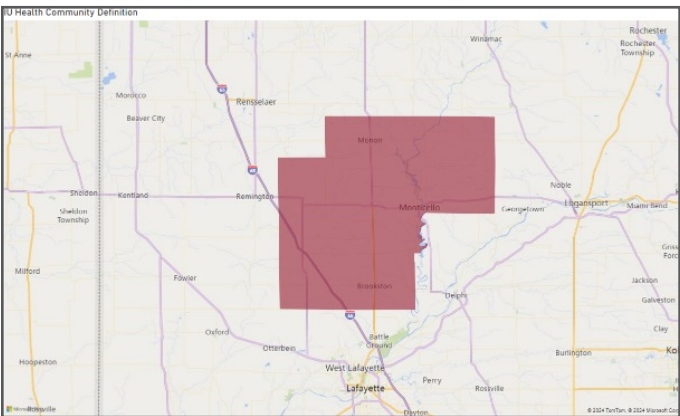
Percent of hospital inpatient cases from local community

80.0%

Estimated total population in local community

24,630

IU Health White Memorial Hospital local community served – White County



Source: Power BI and IU Health, 2024

Development of implementation strategy

This Implementation Strategy was developed through conversations with key hospital leaders and community stakeholders within White County. Hospital team members included leaders and clinicians representing multiple areas of expertise, including administration, nursing, behavioral health, maternal and infant health, pediatrics, access and opportunity, human resources, population health and community outreach. Community stakeholders included representatives from local county health departments, social service organizations, county corrections, local government officials, community health organizations, and other health care providers.

Each year, senior leadership at IU Health White Memorial 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 multiple data sources that support the health needs and for a copy of the 2024 IU Health White Memorial Hospital CHNA.

Community health needs identified

The 2025 – 2027 implementation strategy was developed by IU Health White Memorial 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. ■ Increase the development of a skilled and diverse healthcare workforce. 			
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"> ■ Monticello Fire Department ■ Community-based organizations ■ IU Health Trauma Services, Healthy Communities department and clinical staff 	Estimated budget: Additional resources include staff time to support services 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.**
Collaborate with local educational institutions for healthcare specific workforce development initiatives.	<ul style="list-style-type: none"> ■ Number of people served ■ Types of collaborations with local educational institutions 	<ul style="list-style-type: none"> ■ Various local schools ■ IU Health Human Resources 	Estimated budget: Additional resources include staff time.**
Provide specialized medical-forensic services to victims/survivors of crime through Center of Hope.	<ul style="list-style-type: none"> ■ Number of people served 	<ul style="list-style-type: none"> ■ Center of Hope through IU Health White Memorial Hospital 	Estimated budget: Additional resources include staff time and clinic space.**

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

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

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

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

Objective (by December 31, 2027):

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

Strategic initiative*	Performance indicator	Internal and external partners	Hospital resources
Provide funding to support local programming for older adults.	<ul style="list-style-type: none"> ■ Number of people served ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ White County Council on Aging 	Estimated budget: \$2,800 annually.**
Provide health promotion activities (e.g., Stepping On classes, fall risk assessments and screenings) in the community for older adults.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of events ■ Number of health touches ■ Number of follow-up referrals 	<ul style="list-style-type: none"> ■ IU Health Trauma Coordinator and clinical staff 	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"> ■ Number of people served ■ Number of service 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 funding.**

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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).**
Continue recruiting more psychiatrist and psychiatric mental health nurse practitioners.	<ul style="list-style-type: none"> ■ Number of providers recruited ■ Number of patients served 	<ul style="list-style-type: none"> ■ IU Health Human Resources and Provider Recruitment 	Estimated budget: Additional resources include staff time and provider incentives.**
Provide funding to support local behavioral health programs.	<ul style="list-style-type: none"> ■ Number of people served 	<ul style="list-style-type: none"> ■ Mental Health America – Wabash Valley Region ■ National Alliance on Mental Illness (NAMI) – West Central Indiana ■ White County United Way 	Estimated budget: \$15,000 annually (regional impact).**
Participate in community behavioral health promotion and prevention activities with a focus on reducing stigma and poor behavioral health outcomes.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of events attended ■ Number of cases reviewed ■ Implementation of initiatives in response to cases reviewed 	<ul style="list-style-type: none"> ■ Mental Health America – Wabash Valley Region ■ NAMI – West Central Indiana ■ White County United Way ■ White County United Council on Opioids ■ North Central Health Services ■ White County HEALTH 4 All Coalition ■ IU Health team members 	Estimated budget: \$12,000 annually (regional impact). Additional resources include staff time and supplies.**
Provide medication disposal boxes at hospital pharmacy locations.	<ul style="list-style-type: none"> ■ Number of disposals ■ Amount of disposed medications 	<ul style="list-style-type: none"> ■ IU Health Pharmacy 	Estimated budget: Additional resources include staff time and the disposal expense.**

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

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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 chronic disease management programming including health education, screenings and referrals in the community.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of health touches ■ Number of scans completed ■ Number of referrals for follow-up care 	<ul style="list-style-type: none"> ■ Community-based organizations ■ White County Health Department ■ IU Health – Healthy Communities department, Nutrition Educators, Imaging Services and clinical staff 	Estimated budget: Additional resources include staff time and supplies.**
Participate in local coalitions, workgroups or events that address chronic disease prevention and/or management.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of events attended 	<ul style="list-style-type: none"> ■ Monticello Parks Department ■ White County HEALTH 4 All Coalition ■ Monticello Public Library 	Estimated budget: Additional resources include staff time.**

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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 support local organizations for mother/baby and child safety programs.	<ul style="list-style-type: none"> ■ Number of people served ■ Equipment donated ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ White/Carroll County Women, Infants, and Children (WIC) 	Estimated budget: \$2,000 annually.**
Offer education and screenings to under-resourced pregnant women and new mothers at local community baby showers.	<ul style="list-style-type: none"> ■ Number of people served 	<ul style="list-style-type: none"> ■ Local health departments ■ White/Carroll County WIC ■ IU Health Mother/Baby and Pharmacy team members 	Estimated budget: \$200 annually. Additional resources include staff time.**
Provide safety, health and injury prevention programs and services to expectant mothers and parents/caretakers of infants and children.	<ul style="list-style-type: none"> ■ Number of car seat safety inspections ■ Number of car seats distributed ■ Number of helmets distributed ■ Number of events attended ■ Number of Pack and Plays distributed ■ Number of people served ■ Number of courses offered ■ Number of oral hygiene kits distributed 	<ul style="list-style-type: none"> ■ White/Carroll County WIC ■ White County United Way ■ IU Health Mother/Baby, Pediatrics and Trauma Services team members 	Estimated budget: Additional resources include staff time, supplies and meeting space.**
Provide employee service opportunities through IU Health Serves to benefit women and children.	<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 funding.**

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Community health need: Smoking, vaping and tobacco use

Goal: Reduce disease, disability and death amongst residents 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 prevention and cessation education for local organizations.	<ul style="list-style-type: none"> ■ Number of people participating in classes ■ Number of people to finish classes 	<ul style="list-style-type: none"> ■ White County Department of Corrections ■ White County Health Department ■ Valley Oaks ■ IU Health team members 	Estimated budget: Additional resources include staff time and supplies.**
Distribute cessation kits in the community.	<ul style="list-style-type: none"> ■ Number of kits distributed 	<ul style="list-style-type: none"> ■ Community-based organizations ■ IU Health Cardiopulmonary team members 	Estimated budget: Additional resources include staff time and supplies.**

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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"> ■ Mental Health America – Wabash Valley Region ■ 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 to community-based organizations that address social determinants of health.	<ul style="list-style-type: none"> ■ Number of people served ■ Number of people connected to local resources ■ Types of services expanded because of funding 	<ul style="list-style-type: none"> ■ Purdue University Family Nursing Clinic – Delphi ■ Food Finders Food Bank ■ Habitat for Humanity ■ White County Council on Aging ■ White County United Way 	Estimated budget: \$40,000 annually (regional impact).**
Plant and manage community gardens on hospital grounds to support healthy food access in the community.	<ul style="list-style-type: none"> ■ Number of people served 	<ul style="list-style-type: none"> ■ Purdue University ■ Various IU Health departments 	Estimated budget: Additional resources include staff time and supplies.**
Provide employee service opportunities through IU Health Serves to 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 funding.**

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

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

Community health needs hospital will not address

IU Health White Memorial 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 White Memorial 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 White Memorial 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.



White Memorial Hospital