

2018 Community Health Needs Assessment

2019-2021 Implementation Strategy



**IU Health
Ball Memorial
Hospital**



Ball Memorial Hospital

Date Approved by Authorized Governing Body: April 18, 2019

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I. Indiana University Health's Mission

We are guided by our mission to improve the health of our patients and community through innovation, and excellence in care, education, research and service.

II. Purpose of a Hospital's Implementation Strategy

An Implementation Strategy outlines how a hospital plans to address community health needs and is intended to satisfy the requirements set forth in Internal Revenue Code Section 501(r)(3) regarding Community Health Needs Assessments (CHNA) and Implementation Strategy. The Implementation Strategy process is meant to align the hospital's resources and programs with goals, objectives and indicators for how the hospital plans to address identified health needs in the community.

III. Description of Hospital

Indiana University Health Ball Memorial Hospital (IU Health Ball Memorial Hospital or "the hospital") is a preferred healthcare facility for residents of East Central Indiana. The hospital was founded in 1929 as both a teaching hospital and regional referral center for Muncie, Indiana and surrounding counties. IU Health Ball Memorial Hospital offers 45 medical specialties, including cancer care, cardiology, orthopedics and specialized services for women and children. The IU Health Ball Memorial Hospital Medical Education department is home to three residencies (family medicine, internal medicine and a transitional year) as well as a research department. More than 60 resident physicians are trained every year at IU Health Ball Memorial Hospital Family Medicine and Internal Medicine clinics and conduct more than 25,000 patient visits annually.

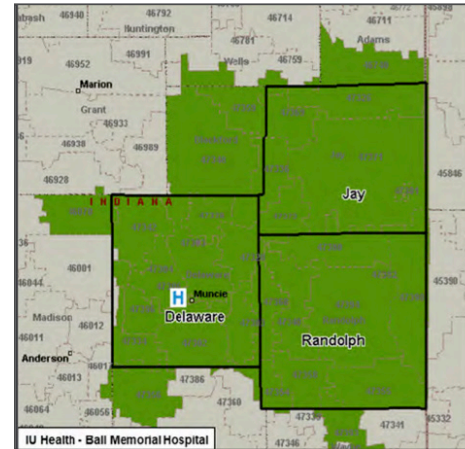
The hospital is part of Indiana University Health (IU Health), the largest and most comprehensive health system in the state of Indiana. IU Health, in partnership with Indiana University School of Medicine, one of the nation's leading medical schools, gives patients access to leading-edge medicine and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

Each IU Health hospital is dedicated to the community it serves. Each hospital conducts a CHNA to understand current community health needs and to inform strategies designed to improve community health, including initiatives designed to address social determinants of health. The CHNAs are conducted using widely accepted methodologies to identify the significant needs of a specific community.

IV. Community Definition

IU Health Ball Memorial Hospital's community is defined as Delaware, Jay, and Randolph Counties, Indiana. These three counties accounted for 80.9 percent of the hospital's inpatient cases in 2016. The total population of this community in 2015 was 162,307.

The following map portrays this community. The map shows county and ZIP code boundaries. Specific ZIP codes are included in analyses if any portion of the ZIP code overlaps with one or more counties.



Source: Microsoft MapPoint and IU Health, 2018

V. Development of Implementation Strategy

This Implementation Strategy was developed through conversations with key hospital leaders and community stakeholders within the East Central Region of IU Health. Hospital team members included leaders and clinicians representing multiple areas of expertise, including administration, nursing, behavioral health, IU Health Ball Memorial Physicians, maternal and child health care providers, cancer center, cardiopulmonary rehabilitation, pharmacy and community outreach.

External conversations took place with the following organizations/committees: Ball State University Office of Community Engagement, Open Door Health Services, Healthy Community Alliance Steering Committee, Healthy Community Alliance Blackford County Workgroup, Healthy Community Alliance Jay County Workgroup, Tobacco Free Delaware County Coalition and 8twelve Coalition.

Each year, senior leadership at IU Health Ball Memorial Hospital will review this Implementation Strategy to determine whether changes should be made to better address the health needs of its communities.

VI. Community Health Needs Identified

Secondary data, findings from other community health assessments of areas served by the hospital, input obtained from individuals who participated in community meetings, input obtained from key stakeholders, and a community survey were reviewed to identify and analyze the needs identified by each source. The top health needs of the IU Health Ball Memorial Hospital community are those that are supported by multiple data sources.

Community health needs are listed by category, in alphabetical order below, and those highlighted will be addressed between 2019 and 2021. See the 2018 IU Health Ball Memorial Hospital CHNA for more information: **IU Health Ball Memorial Hospital CHNA**.

1. Access to Healthcare Services
2. Drug and Substance Abuse (including Opioids and Alcohol)*
3. Food Insecurity and Healthy Eating
4. Mental Health*
5. Obesity, Diabetes, and Physical Inactivity
6. Smoking and Tobacco Usage
7. Social Determinants of Health

* IU Health uses the term Behavioral Health to refer to Mental Health and Drug and Substance Abuse (including Opioids and Alcohol).

VII. Community Health Needs Hospital Will Address

Community Health Needs Assessment Priority Area: Behavioral Health			
Goal: Reduce the impact of substance abuse in East Central Indiana.			
IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 9, 12-14, 16, 38-39			
Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
IU Health Ball Memorial Hospital Addiction Treatment and Recovery Center-Adult Intensive Outpatient Program (IOP)	<ul style="list-style-type: none"> - Provide structured therapeutic recovery program. - Apply for grant funding to expand virtual IOP to serve other East Central Region facilities. - Assist in the establishment of a community network of existing substance use disorders (SUD) related concerns. 	<ul style="list-style-type: none"> - Establish baseline in first year of program. - 5-8 persons served per week. 	<ul style="list-style-type: none"> - Emergency department (ED) - Inpatient unit - Community organizations
*Estimated Annual Budget: Operations budget supports salaries and expenses for program			
Additional Resources: Staff time, space			
Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services		Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage		Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Behavioral Health

Goal: Reduce the impact of substance abuse in East Central Indiana.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 9, 12-14, 16, 38-39

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Peer recovery program	<ul style="list-style-type: none"> Employ peer recovery coaches in the IU Health Ball Memorial Hospital Emergency Department (ED). 	<ul style="list-style-type: none"> Establish baseline in first year of program. 	<ul style="list-style-type: none"> Emergency department (ED) Inpatient unit

*Estimated Annual Budget: Operations budget supports salaries and expenses for program

Additional Resources: Staff time, space

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Behavioral Health

Goal: Implementation of Screening, Brief Intervention, and Referral to Treatment (SBIRT) screening for internal medicine clinic patients.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 9, 12-14, 16, 38-39

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Screening, Brief Intervention, and Referral to Treatment (SBIRT) for clinic patients	<ul style="list-style-type: none"> Apply for Health Resources and Services Administration (HRSA) grant funding for a full time psychologist and postdoctoral fellow to be placed in the internal medicine residency. Provide Screening, Brief Intervention, and Referral to Treatment (SBIRT) process for family medicine clinic patients. 	<ul style="list-style-type: none"> 90% of incoming adult family medicine clinic patients will receive SBIRT. 	<ul style="list-style-type: none"> Family medicine residency IU Health Foundation

*Estimated Annual Budget: Staff time to train and implement ongoing process

Additional Resources:

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Behavioral Health

Goal: Increase availability of prescription drug take-back locations.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 9, 12-14, 16, 38-39

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Drug take-back program	<ul style="list-style-type: none"> – Provide prescription medication disposal kiosks at IU Health East Central Region facilities. 	<ul style="list-style-type: none"> – Provide up to four opportunities for safe and convenient ways people can dispose of unused or expired prescription and over-the-counter medications. – Increase the amount of unused or expired prescription and over-the-counter medications that are disposed of at each facility. 	<ul style="list-style-type: none"> – IU Health retail pharmacies – Local law enforcement agencies – Local clinics – Delaware County Prevention Council

*Estimated Annual Budget: \$19,000 year one, \$10,000 each year after

Additional Resources: Staff time

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Goal: Support development and operation of local food council.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
East Central Indiana Food Council	<ul style="list-style-type: none"> - Support communication, organization and facilitation of local collaboration to advance new food policy, food waste reduction, and food access. 	<ul style="list-style-type: none"> - Increase food access for people who are home-bound, shut-in, or lacking transportation. - East Central Indiana Food Council will develop a measure to operationalize this strategy. This will likely increase collaborations that did not previously exist. - Broaden new donation partnerships and stream of food donations to distribution points. - Increase guidance to schools. 	<ul style="list-style-type: none"> - Local agencies - Community organizations - Community advocates

*Estimated Annual Budget: Staff time

Additional Resources: Space

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Obesity, Diabetes, and Physical Inactivity; Food Insecurity and Healthy Eating; Smoking and Tobacco Usage

Goal: Reduce the impact of chronic disease in communities served.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-13, 15, 25-27

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Healthy Community Alliance of East Central Indiana (HCA)	<ul style="list-style-type: none"> - Facilitate organization recruitment and engagement using the collective impact model around improved nutrition, increased physical activity and tobacco cessation. - Organize workgroups and develop partner tools for audience engagement. - Build and maintain Healthy Community Alliance (HCA) website and other communication tools to support partner engagement. 	<ul style="list-style-type: none"> - HCA collaborator base will continue to grow by five collaborators each year. - 50% or more of collaborators will begin or continue employing HCA resources to influence audiences. 	<ul style="list-style-type: none"> - IU Health Ball Memorial Hospital - IU Health Blackford Hospital - IU Health Jay Hospital - IU Health Public Relations/Marketing - 130+ East Central Indiana collaborators - Conduent (vendor)

*Estimated Annual Budget: .6 FTE, plus \$28,000 annually for website and data services

Additional Resources: Staff time, space

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Goal: Increase consumption of fresh produce.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Families at the Farmers' Market	<ul style="list-style-type: none"> - Engage local organizations to recruit low-income families to participate. - Provide opportunities for families to learn about nutrition value of fresh produce, physical activity and tobacco cessation. - Offer IU Health Bucks* to participants so they may fully engage in farmers' market experience. <p>* IU Health Bucks are coupons that may be redeemed to purchase fresh produce at participating farmers' markets and local farm stands.</p>	<ul style="list-style-type: none"> - 65+ families enrolled in Delaware County. - 75% or more of families report increased integration of produce into meals following program participation. 	<ul style="list-style-type: none"> - IU Health Ball Memorial Hospital - IU Health Blackford Hospital - IU Health Public Relations/Marketing - IU Health Diabetes Educators - IU Health Nutrition and Dietetics - Minnetrista - Growers and Makers Market - YMCA of Muncie - Appletree Child Development Center - Salvation Army - Grace United Methodist Church - Family and Child Services - Purdue Extension - Ross Community Center - Whitely Community Council - Roy C. Buley Community Center - Hillcroft Services - YWCA of Muncie - Open Door Health Services - Minority Health Coalition

*Estimated Annual Budget: Staff time to manage project, \$6,000 for IU Health Bucks

Additional Resources:

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Access to Healthcare Services

Goal: Increase number of primary care and mental health providers in the East Central Region.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6-9, 11-12, 16, 34-35, 38

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Five-year physician-recruitment plan	<ul style="list-style-type: none"> - Recruit new primary care, obstetric and mental health medical doctors to practice in East Central Region. - Utilize IU Health's internal recruitment resources. - Leverage IU Health Ball Memorial Residency Programs for potential recruits. - Maintain and update facilities' plan and initiatives to support incoming practices. 	<ul style="list-style-type: none"> - Add five new primary care physicians each year for five years to the IU Health East Central Region. 	<ul style="list-style-type: none"> - IU Health Ball Memorial Physicians Family Medicine Residency Center - IU Health recruitment resources - Recruitment resources

*Estimated Annual Budget: Operations budget supports search services, physician salaries, and internal search and recruitment support

Additional Resources: Staff time, space

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Access to Healthcare Services

Goal: Increase access to obstetrics and family practice physicians.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6-9, 11-12, 16, 34-35, 38

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Obstetric/Primary Care clinic	<ul style="list-style-type: none"> - Provide two family medicine directors and a resident rotation at a subsidized rate to local federally qualified health center (FQHC) Open Door Health Services to expand obstetrics capacity to serve low-income residents. 	<ul style="list-style-type: none"> - Up to 7,000 patient encounters per year. 	<ul style="list-style-type: none"> - IU Health Ball Memorial Physicians - IU Health Ball Memorial Hospital Family Medicine Residency Program - Open Door Health Services

*Estimated Annual Budget: Salary costs for two full-time physicians

Additional Resources: Staff time, space

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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Community Health Needs Assessment Priority Area: Social Determinants of Health

Goal: Access to self-serve laundry services.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 18, 38

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Laundry Coupons	<ul style="list-style-type: none">- Collaborate with local laundromat to offer coupon program.- Offer coupons to those experiencing homelessness and low-income audiences in conjunction with local food pantry program.	<ul style="list-style-type: none">- 300 coupons redeemed per year.	<ul style="list-style-type: none">- Program coordinator- The Jar Community Church "Community Basket" program

*Estimated Annual Budget: \$6,000

Additional Resources: Staff time

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Social Determinants of Health

Goal: Engage with Stwelve Coalition.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 18, 38

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Muncie Neighborhood Stwelve Coalition	<ul style="list-style-type: none">- Investigate potential partnership levels and investments with community-building activities related to food access, housing, and employment for underserved audiences.	<ul style="list-style-type: none">- Plan of engagement developed by end of 2019.- Partnership activities underway by 2020 or earlier.	<ul style="list-style-type: none">- Stwelve Coalition- Ross Community Center- Habitat for Humanity

*Estimated Annual Budget: Staff time to develop engagement plan

Additional Resources:

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Smoking and Tobacco Usage

Goal: Increase referrals to 1-800-QUIT-NOW.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6, 15

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
1-800-QUIT-NOW: Indiana Tobacco Quitline	<ul style="list-style-type: none"> - Educate staff regarding “Ask, Advise, Refer” process to refer patients and family members to the Indiana Tobacco Quitline. 	<ul style="list-style-type: none"> - Increase patient and family member referrals to the Indiana Tobacco Quitline. 	<ul style="list-style-type: none"> - Education services - Nursing - Physician groups - Tobacco Free Delaware County Coalition - Indiana Tobacco Quitline - Healthy Community Alliance

*Estimated Annual Budget: Staff time associated with training and promotion of the Indiana Tobacco Quitline

Additional Resources:

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Goal: Increase community collaboration for infant and maternal health.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
IU Health East Central Region Perinatal Coordinator	<ul style="list-style-type: none"> - Provide Perinatal Coordinator to facilitate and collaborate within the hospital and with outside physician offices and community agencies to enhance efforts to decrease infant mortality in the IU Health East Central Region. 	<ul style="list-style-type: none"> - Inter-professional collaboration as measured by the number of facilitated collaborators. - Increase collaboration with supporting agencies involved with bereavement, safe sleep, Baby & Me Tobacco Free, and substance use programs. 	<ul style="list-style-type: none"> - IU Health Ball Memorial Hospital Family Medicine Residency Centering Pregnancy Program - Meridian Health Services - Open Door Health Services - Delaware County Health Department - Indiana State Department of Health (ISDH) - Indiana Perinatal Quality Improvement Collaboration (IPQIC) - Local Women, Infants, and Children offices - Practicing physicians within the community - Baby & Me Tobacco Free

*Estimated Annual Budget: Staff time for full-time perinatal coordinator (certified nurse specialist/nurse practitioner)

Additional Resources:

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

Community Health Needs Assessment Priority Area: Access to Healthcare Services; Behavioral Health; Obesity, Diabetes, and Physical Inactivity; Smoking and Tobacco Usage; Social Determinants of Health; Food Insecurity and Healthy Eating

Goal: Engage with Ball State University.

IU Health Ball Memorial Hospital Community Health Needs Assessment Report Page: 6-9, 11-16, 18, 25-27, 34-35, 38-39

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Health and Wellness Collaboration with Ball State University	<ul style="list-style-type: none"> - Collaborate with Ball State University regarding health improvement initiatives at Muncie Community Schools. - Form work groups around identified health needs for region. - Composition of work groups to include identified Ball State University stakeholders and other relevant community partners. - Develop collaboration plan to support/enhance/expand IU Health Ball Memorial Hospital Community Health Needs Assessment strategies around identified health needs. 	<ul style="list-style-type: none"> - Workgroups established by end of 2019. - Collaboration plans developed by end of 2020. 	<ul style="list-style-type: none"> - IU Health Ball Memorial Hospital departments - Ball State University - Community organizations

*Estimated Annual Budget: Staff time to train and offer materials

Additional Resources: The Healthy Lifestyle Center is a community partnership.

Obesity, Diabetes, and Physical Inactivity	Access to Healthcare Services	Behavioral Health
Social Determinants of Health	Smoking and Tobacco Usage	Food Insecurity and Healthy Eating

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

VIII. Community Health Needs Hospital Will Not Address

IU Health Ball Memorial Hospital will address all the community health needs based on their 2018 Community Health Needs Assessment.

Please contact communitybenefit@iuhealth.org with any questions.



Ball Memorial Hospital