

2018 Community Health Needs Assessment

2019-2021 Implementation Strategy



**IU Health
Blackford
Hospital**



Blackford Hospital

Date Approved by Authorized Governing Body: April 18, 2019

TABLE OF CONTENTS:

- I. Indiana University Health’s Mission 3
- II. Purpose of a Hospital’s Implementation Strategy 3
- III. Description of Hospital 3
- IV. Community Definition 3
- V. Development of Implementation Strategy 3
- VI. Community Health Needs Identified 4
- VII. Community Health Needs Hospital Will Address 5
- VIII. Community Health Needs Hospital Will Not Address 15

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 Blackford Hospital (IU Health Blackford Hospital or "the hospital") serves the needs of area residents. The facility provides unsurpassed care to the people of Blackford County and boasts a specialty clinic, outpatient surgical services and a paramedic-level ambulance service. At IU Health Blackford Hospital, patients and their families can experience superior care in a familiar community atmosphere.

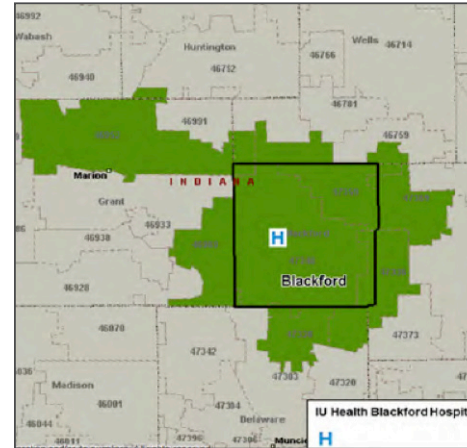
The hospital is part of Indiana University Health (IU Health), the largest and most comprehensive health system in the state of Indiana. IU Health, in partnership with Indiana University School of Medicine, one of the nation's leading medical schools, gives patients access to leading-edge medicine and 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 Blackford Hospital's community is defined as Blackford County, Indiana. This county accounted for 74.4 percent of the hospital's inpatient cases in 2016. The total population of this community in 2015 was 12,287.

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, cancer center, cardiopulmonary rehabilitation, pharmacy and community outreach.

External conversations took place with the following organizations/committees: Open Door Health Services, Healthy Community Alliance Steering Committee, Healthy Community Alliance Blackford County Workgroup, and Tobacco Free Delaware County Coalition.

Each year, senior leadership at IU Health Blackford 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 Blackford Hospital community are those that are supported by multiple data sources.

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

1. Access to Healthcare Services
2. Aging Population and Needs of Seniors
3. Drug and Substance Abuse (including Opioids and Alcohol)*
4. Maternal and Infant Health and Child Wellbeing
5. Mental Health*
6. Obesity and Diabetes
7. Smoking and Tobacco Usage
8. 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 Blackford Hospital Community Health Needs Assessment Report Page: 4, 6-8, 12-13, 16-18			
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 and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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 Blackford Hospital Community Health Needs Assessment Report Page: 4, 6-8, 12-13, 16-18

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
IU Health Blackford Virtual Care Behavioral Health Hub	<ul style="list-style-type: none"> – Provide access to peer recovery coaches, advanced practice nursing and psychiatry for emergency department (ED) patients who need help with substance use disorders (SUD). 	<ul style="list-style-type: none"> – Establish baseline in first year of program. – Program will collect data in year two and three. 	<ul style="list-style-type: none"> – IU Health Behavioral Health Collaborative – Emergency department (ED) – Inpatient department

*Estimated Annual Budget: Operations budget supports salaries and expenses for program
 Additional Resources: Staff time, space

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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 Blackford Hospital Community Health Needs Assessment Report Page: 4, 6-8, 12-13, 16-18

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 and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

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

Goal: Support development and operation of local food council.

IU Health Blackford Hospital Community Health Needs Assessment Report Page: 4, 6-7, 12, 17

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 and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

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

Community Health Needs Assessment Priority Area: Obesity and Diabetes; Smoking and Tobacco Usage; Aging Population and Needs of Seniors

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

IU Health Blackford Hospital Community Health Needs Assessment Report Page: 4-7, 12, 17-18

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 and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

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

Goal: Increase consumption of fresh produce.

IU Health Blackford Hospital Community Health Needs Assessment Report Page: 4-7, 12, 17-18

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Families at the Farmers' Market	<ul style="list-style-type: none"> - Engage local partners 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; 10+ families enrolled in Blackford 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: Space

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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 Blackford Hospital Community Health Needs Assessment Report Page: 4-5, 8, 15-18, 32

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's 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 Family Medicine and Internal Medicine Residencies - 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 and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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; Maternal and Infant Health and Child Well-Being

Goal: Increase access to obstetrics and family practice physicians.

IU Health Blackford Hospital Community Health Needs Assessment Report Page: 4-6, 8, 14-18, 32

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 Family Medicine - IU Health Ball Memorial Hospital Family Medicine Residency Program - Open Door Health Services

*Estimated Annual Budget: Salary costs for 2 full-time physicians

Additional Resources: Staff time, space

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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; Aging Population and Needs of Seniors; Behavioral Health

Goal: Engage with local community development projects.

IU Health Blackford Hospital Community Health Needs Assessment Report Page: 4, 6-9, 12-13, 16-18

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Blackford Community Partnership Plan	<ul style="list-style-type: none"> - Investigate potential partnership levels and investments with community-building activities related to food access, housing, aging population, behavioral health and education. 	<ul style="list-style-type: none"> - Plan of engagement developed by mid-2020. - Partnership activities underway by 2021 or earlier. 	<ul style="list-style-type: none"> - Blackford County Senior Center - Hester Hollis Concern Center - Blackford County Chamber of Commerce - Blackford County Economic Development Corporation - Healthy Community Alliance Blackford County Workgroup - Other community organizations - Lifestream Services

*Estimated Annual Budget: Staff time to develop engagement plan

Additional Resources: Space

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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 Blackford Hospital Community Health Needs Assessment Report Page: 4-5, 17-18

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 and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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; Behavioral Health

Goal: Increase community collaboration for infant and maternal health.

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

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 and Diabetes	Access to Healthcare Services	Behavioral Health	Social Determinants of Health
Smoking and Tobacco Usage	Maternal and Infant Health and Child Well-Being	Aging Population and Needs of Seniors	

*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 Blackford Hospital will address all the community health needs based on their 2018 Community Health Needs Assessment.

Please contact communitybenefit@iuhealth.org with any questions.



Blackford Hospital