

2018 Community Health Needs Assessment

2019-2021 Implementation Strategy



**IU Health
North Hospital**



North Hospital

Date Approved by Authorized Governing Body: April 16, 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 21

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 North Hospital (IU Health North Hospital or "the hospital") has provided leading family-centered care in Carmel, Indiana since 2005. As a full-service hospital for adults and children with an attached medical office building, IU Health North Hospital brings together inpatient and outpatient healthcare services where compassionate caregivers provide excellence in care. IU Health North Hospital has five core maxims, which are principles guiding the behavior expectations of the hospital's team members. These maxims include: show kindness, connect fully, take ownership, create joy and do more.

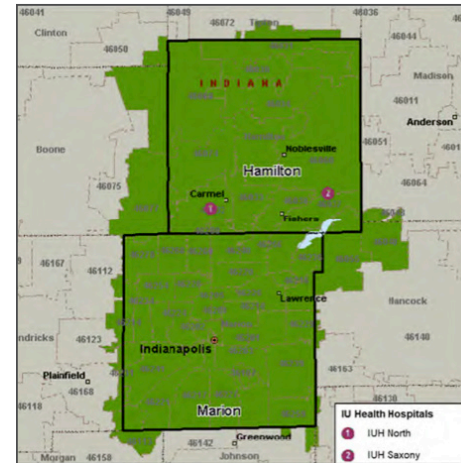
The hospital is part of Indiana University Health (IU Health), the largest and most comprehensive health system in the state of Indiana. IU Health, in partnership with Indiana University School of Medicine, one of the nation's leading medical schools, gives patients access to leading-edge medicine and 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 North Hospital's community is defined as Hamilton and Marion Counties, Indiana. These two counties accounted for 51 percent of the hospital's inpatient cases in 2016. The total population of this community in 2015 was 1,247,230.

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 by a team from IU Health that included the local community outreach team, social work, local organizations and hospital leaders.

Each year, senior leadership at IU Health North 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 North 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 North Hospital CHNA for more information: **IU Health North Hospital CHNA**.

1. Access to Healthcare Services
2. Drug and Substance Abuse (including Opioids and Alcohol)*
3. Food Insecurity
4. Healthcare and Social Services for Seniors
5. Mental Health*
6. Obesity and Diabetes
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: Access to Healthcare Services; Healthcare and Social Services for Seniors; Social Determinants of Health

Goal: Increase affordability of and access to healthcare services for those who are uninsured and underinsured.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-13, 16, 22, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Trinity Free Clinic health services for the uninsured and underinsured of Hamilton County	<ul style="list-style-type: none"> - Provide funding for Trinity Free Clinic to support the medical and dental needs of Hamilton County residents who are uninsured and underinsured. - Encourage IU Health team members to assist in staffing the medical clinic. 	- 6,000+ patients treated annually through free medical and dental visits.	<ul style="list-style-type: none"> - Hospital staff - Trinity Free Clinic

*Estimated Annual Budget: \$30,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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; Healthcare and Social Services for Seniors

Goal: Increase affordability of and access to healthcare services for those who are uninsured and underinsured.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-13, 16, 22, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Heart & Soul Health Clinic operations	- Provide funding for the Heart & Soul Clinic's operations in Westfield to support medical and dental needs of Hamilton County residents who are uninsured and underinsured.	- Number of patients treated annually through free medical and dental visits.	- Heart & Soul Clinic

*Estimated Annual Budget: \$5,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Goal: Increase awareness of and access to healthcare services in Hamilton County.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Partnership for a Healthy Hamilton County (PHHC)	<ul style="list-style-type: none"> - Invest in the Partnership for a Healthy Hamilton County (PHHC) to encourage collaboration among area health agencies and organizations. - Develop programs and strategies to improve the overall health of Hamilton County residents and employees. - Participate in PHHC committees related to pertinent Community Health Needs Assessment (CHNA) priorities. - Support the Fishers Youth Assistance Summer Meals Program. 	- Number of initiatives implemented by PHHC that improve the health of those who live or work in the county.	- Partnership for a Healthy Hamilton County (PHHC)

*Estimated Annual Budget: \$30,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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; Healthcare and Social Services for Seniors

Goal: Increase affordability of and access to healthcare services for those who are uninsured and underinsured.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-13, 16, 22, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Registration assistance for health insurance	- Provide an Individual Solutions coordinator to help patients register for health insurance through Healthy Indiana Plan (HIP) 2.0 or other Marketplace insurance.	- Increase access to care.	- Revenue Cycle Services Individual Solutions team

*Estimated Annual Budget: Staff time

Additional Resources: Meeting space

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Goal: Advocate for and support the health and wellness of older adults through the aging process.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Home-based behavioral health services for seniors	<ul style="list-style-type: none"> - Create a pilot program that provides in-home visits by a licensed social worker for seniors who need behavioral health services. 	<ul style="list-style-type: none"> - Establish baseline in first year of program. 	<ul style="list-style-type: none"> - Case management - Hospital administration - Psychiatry: Nurse Practitioner or Medical Doctor - Social Work - Central Indiana Council on Aging, Inc. (CICOA) - Shepherd's Center of Hamilton County - Fishers Emergency Medical Services (EMS)

*Estimated Annual Budget: \$10,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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; Healthcare and Social Services for Seniors

Goal: Advocate for and support the health and wellness of older adults through the aging process.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-13, 16, 22, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Educational health programming for seniors	<ul style="list-style-type: none"> - Provide physician-led health seminars to seniors at PrimeLife Enrichment, Inc. 	<ul style="list-style-type: none"> - Increase healthcare knowledge of seniors by 25%. 	<ul style="list-style-type: none"> - Oncology, Cardiovascular, Orthopedic physicians and clinicians - PrimeLife Enrichment, Inc. - Central Indiana Council on Aging, Inc. (CICOA)

*Estimated Annual Budget: Staff time

Additional Resources: Giveaways

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Goal: Advocate for and support the health and wellness of older adults through the aging process.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Health screenings for seniors	<ul style="list-style-type: none"> - Provide free finger-stick health screenings for seniors at PrimeLife Enrichment, Inc. to measure cholesterol, triglycerides, glucose, A1C and blood pressure. - Provide education to encourage positive changes to impact future screening results. 	<ul style="list-style-type: none"> - Screen 40+ seniors twice annually. - Improve results in cholesterol, blood pressure and A1C in 10-20% of participants. - Make referrals for 100% of screenings that are abnormal. 	<ul style="list-style-type: none"> - Hospital staff - PrimeLife Enrichment, Inc.

*Estimated Annual Budget: \$5,000

Additional Resources: Staff time, screening supplies, giveaways

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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; Healthcare and Social Services for Seniors

Goal: Advocate for and support the health and wellness of older adults through the aging process.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-16, 18, 22, 26, 28, 30, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
"Dementia Friends" movement	<ul style="list-style-type: none"> - Provide in-hospital training for team members so the hospital is able to create an environment that is welcoming and conducive for those living with dementia. 	<ul style="list-style-type: none"> - Train 50% of hospital team members to be Dementia Friends. 	<ul style="list-style-type: none"> - Hospital administration and staff - Social Work - Dementia Friends Indiana - Central Indiana Council on Aging, Inc. (CICOA)

*Estimated Annual Budget: Staff time

Additional Resources: Space

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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; Healthcare and Social Services for Seniors

Goal: Advocate for and support the health and wellness of older adults through the aging process.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-16, 18, 22, 26, 28, 30, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Reaching Resources program through Shepherd's Center of Hamilton County	<ul style="list-style-type: none"> Provide funding to the Shepherd's Center of Hamilton County in support of its Reaching Resources program, which allows seniors to age as independently and gracefully as possible. 	<ul style="list-style-type: none"> Increase the percentage of seniors in Hamilton County who are able to live independently. 	<ul style="list-style-type: none"> Hospital administration and staff Social Work Shepherd's Center of Hamilton County

*Estimated Annual Budget: \$5,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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

Goal: Assist individuals with substance abuse issues through a peer recovery counseling program.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-16, 18, 22, 26, 28, 30, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Peer recovery program	- Provide 24/7 peer counseling via telemedicine for patients who present in the emergency department (ED) with substance abuse issues.	- Increase the number of patients with substance abuse issues who receive counseling.	- IU Health Virtual Care Peer Recovery Program

*Estimated Annual Budget: Staff time

Additional Resources: Telemedicine technology, training

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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

Goal: Provide behavioral health services to patients in Emergency Department (ED).

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-16, 18, 22, 26, 28, 30, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
IU Health Emergency Department (ED) Telepsych Program	<ul style="list-style-type: none"> – Provide telemedicine visits with trained behavioral health clinicians to patients who present in the emergency department (ED) with behavioral health needs. 	<ul style="list-style-type: none"> – Increase the number of patients who receive psychiatric assistance. 	<ul style="list-style-type: none"> – IU Health Emergency Department (ED) Telepsych Program – Emergency department (ED) staff

*Estimated Annual Budget: Staff time

Additional Resources: Telemedicine technology, training

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Health Care and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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Community Health Needs Assessment Priority Area: Access to Healthcare Services; Behavioral Health

Goal: Provide appropriate services for patients with behavioral health issues to help them avoid unnecessary hospitalizations.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-16, 18, 22, 26, 28, 30, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Fishers Emergency Medical Services (EMS) Behavioral Response Program	<ul style="list-style-type: none"> – Provide funding for a Fishers EMS Duty Officer (EDO) to provide follow-up home visits for patients who have been discharged from the hospital with behavioral health-related issues. 	<ul style="list-style-type: none"> – Increase number of incidents where a patient presenting with behavioral health issues was diverted from the emergency department (ED) directly to behavioral services. –Reduce hospital readmissions. 	<ul style="list-style-type: none"> – Hospital administration – IU Health Foundation (Community Health Grant program) – Fishers Fire and Emergency Medical Services (EMS)

*Estimated Annual Budget: \$43,680

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Health Care and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Community Health Needs Assessment Priority Area: Behavioral Health

Goal: Address child sexual abuse as a root cause of behavioral health issues.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 9, 11-16, 18, 26, 28, 30, 37-38

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Indiana Center for Prevention of Youth Abuse & Suicide support	<ul style="list-style-type: none"> – Provide annual funding to the Indiana Center for Prevention of Youth Abuse & Suicide. – Collaborate with the Indiana Center for Prevention of Youth Abuse & Suicide to provide training for community and IU Health team members on the recognition and prevention of child sexual abuse. 	<ul style="list-style-type: none"> – Increase the number of children educated through the Smart Steps program in schools. – Complete training for at least 50 community members and IU Health team members. 	<ul style="list-style-type: none"> – Hospital administration and staff – Indiana Center for Prevention of Youth Abuse & Suicide

*Estimated Annual Budget: \$10,000

Additional Resources: Staff time, space

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Community Health Needs Assessment Priority Area: Behavioral Health

Goal: Support efforts to implement a county-wide smoke-free ordinance in Hamilton County.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 9, 11-16, 18, 26, 28, 30, 37-38

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Breathe Easy Hamilton County	<ul style="list-style-type: none"> – Provide funding for Breathe Easy Hamilton County efforts. – Provide senior executive support for the Breathe Easy Hamilton County initiative. – Attend and financially support the annual Breathe Easy Hamilton County luncheon. 	<ul style="list-style-type: none"> – Hamilton County will pass a comprehensive smoke-free ordinance. 	<ul style="list-style-type: none"> – Hospital administration and staff – Breathe Easy Hamilton County

*Estimated Annual Budget: \$500

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

*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

Goal: Provide behavioral health resources to those in need.

IU Health North Hospital Community Health Needs Assessment Report Page: 6, 8-9, 11-16, 18, 22, 26, 28, 30, 33-35, 37-40

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Aspire Indiana program and operational support	- Provide funding for Aspire Indiana to address specific behavioral health needs in Hamilton County.	- Hamilton County will pass a comprehensive smoke-free ordinance.	- Hospital administration and staff - Aspire Indiana

*Estimated Annual Budget: \$3,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Goal: Improve the fitness and nutrition of Hamilton County residents.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Fresh & Fit program	<ul style="list-style-type: none"> - Collaborate with the Max Challenge of Fishers to provide 100 Hamilton County residents with a free 10-week program to improve their overall health through fitness and nutrition. - Provide three health screenings during the 10-week period to measure changes in cholesterol, triglycerides, glucose, A1C, blood pressure, weight and Body Mass Index (BMI). 	<ul style="list-style-type: none"> - See an average weight loss of 10+ pounds per person over the 10-week period. - Decrease blood pressure, cholesterol and A1C in at least 60% of participants. 	<ul style="list-style-type: none"> - Hospital administration and staff - Breathe Easy Hamilton County

*Estimated Annual Budget: \$25,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Goal: Provide gardening plots for area residents to grow fruits and vegetables.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Fishers Parks & Recreation Garden Plot Program	<ul style="list-style-type: none"> - Collaborate with the Fishers Parks & Recreation to provide 20 garden boxes measuring 10'x10' on the campus. - Provide funding to the Fishers Parks & Recreation to cover the cost of garden plot rental for community members who rent one of the Fishers Parks garden plots (\$25/plot, 40 existing plots, plus 20 at Saxony). 	<ul style="list-style-type: none"> - Establish baseline in first year of program. - Number of people benefited by fruits and vegetables grown in the boxes. - Pounds of food donated to local food pantries or summer lunch programs. 	<ul style="list-style-type: none"> - Hospital administration and staff - Fishers Parks & Recreation

*Estimated Annual Budget: \$2,000

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Community Health Needs Assessment Priority Area: Obesity and Diabetes; Social Determinants of Health

Goal: Encourage physical activity among Hamilton County residents by making improvements to Hamilton County Parks.

IU Health North Hospital Community Health Needs Assessment Report Page: 6-10, 11-14, 27-28, 30-31, 33-34, 39

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
IU Health Days of Service	<ul style="list-style-type: none"> Collaborate with the Hamilton County or Fishers Parks & Recreation to make improvements to local parks, thus encouraging greater physical activity in the parks by Hamilton County residents and visitors. 	<ul style="list-style-type: none"> Increase the number of volunteers involved in Days of Service. 	<ul style="list-style-type: none"> Hospital administration and staff Hamilton County Parks & Recreation Fishers Parks & Recreation

*Estimated Annual Budget: \$7,500 (local and Community Outreach and Engagement dollars)

Additional Resources: Staff time

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Community Health Needs Assessment Priority Area: Obesity and Diabetes

Goal: Improve access to fresh produce in Hamilton County.

IU Health North Hospital Community Health Needs Assessment Report Page: 6-10, 11-14, 27-28, 30-31, 33-34, 39

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Local Farmers' Markets	<ul style="list-style-type: none"> Continue support of multiple local farmers' markets, including Fishers, Saxony, Carmel and Zionsville. Provide healthy cooking demonstrations utilizing market produce. 	<ul style="list-style-type: none"> Increase market attendance by 2%. Engage with 10% of market attendees through cooking demonstrations. 	<ul style="list-style-type: none"> Hospital staff Fishers, Saxony, Carmel and Zionsville Farmers' Market organizations

*Estimated Annual Budget: \$20,000

Additional Resources: Staff time, giveaways

Obesity and Diabetes	Access to Healthcare Services	Behavioral Health
Healthcare and Social Services for Seniors	Food Insecurity	Social Determinants of Health

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

Please contact communitybenefit@iuhealth.org with additional questions.



North Hospital