

2018 Community Health Needs Assessment

# 2019-2021 Implementation Strategy

**IU Health  
Paoli Hospital**



Paoli Hospital

*Date Approved by Authorized Governing Body: April 15, 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 ..... 14

## 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 Paoli Hospital (IU Health Paoli Hospital or "the hospital") specializes in rural, community-based services to serve south central Indiana. IU Health Paoli Hospital includes a 24-hour emergency department with air transport availability, obstetrics (OB) services, community outreach programs, physical/occupational/speech therapy, medical imaging, laboratory, outpatient surgery and visiting specialist services.

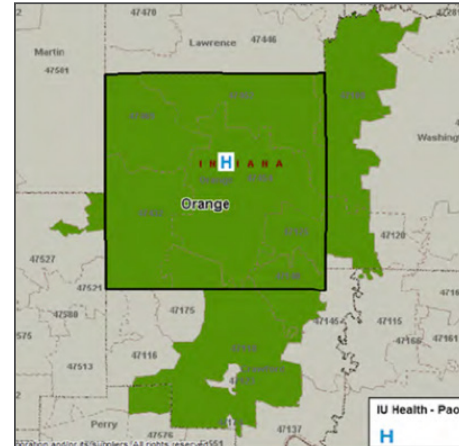
The hospital is part of Indiana University Health (IU Health), the largest and most comprehensive health system in the state of Indiana. IU Health, in partnership with Indiana University School of Medicine, one of the nation's leading medical schools, gives patients access to leading-edge medicine and 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 Paoli Hospital's community is defined as Orange County, Indiana. This county accounts for over 81 percent of the hospital's inpatient cases in 2016. The total population of this community in 2015 was 19,516.

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 Paoli 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 Paoli 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 Paoli Hospital CHNA for more information: **IU Health Paoli Hospital CHNA**.

1. Access to Healthcare Services
2. Drug and Substance Abuse (including Opioids and Alcohol)\*
3. Mental Health\*
4. Obesity, Diabetes, and Physical Inactivity
5. 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			
<b>Goal: Increase primary care providers in Medically Underserved Area.</b>			
IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 8, 9-14, 21, 23-24, 29-32, 34			
Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Recruit primary care providers to practice in Orange County	<ul style="list-style-type: none"> <li>Recruit providers by working with existing primary care providers on recruitment efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Decrease the shortage of primary care providers.</li> <li>Increase the provider to patient ratio from 1:1960 to 1:1500.</li> </ul>	<ul style="list-style-type: none"> <li>IU Health Southern Indiana Physicians</li> <li>Southern Indiana Community Health Care</li> <li>Other local primary care clinics who serve the target population</li> </ul>
*Estimated Annual Budget: Operational budget item			
Additional Resources: Staff time, space			
Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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			
<b>Goal: Increase percentage of patients with healthcare coverage.</b>			
IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 8, 9-14, 21, 23-24, 29-32, 34			
Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Continue to employ insurance navigator	<ul style="list-style-type: none"> <li>Continue to provide Hospital Presumptive Eligibility (HPE) to self-pay patients and application assistance to patients and community members.</li> </ul>	<ul style="list-style-type: none"> <li>Decrease the percentage of the 11% uninsured in the community to current state uninsured rate of 9%.</li> <li>Decrease barriers to access preventative healthcare services.</li> <li>Decrease leading causes of premature death (under age 75) from 9,600 to 7,800 (Indiana average).</li> </ul>	<ul style="list-style-type: none"> <li>Insurance navigator</li> </ul>
*Estimated Annual Budget: \$29,500			
Additional Resources: Staff time, space			
Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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

**Goal: Increase access to healthcare specialists.**

IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 8, 9-14, 21, 23-24, 29-32, 34

<b>Initiative</b>	<b>Strategies</b>	<b>Anticipated Impact</b>	<b>Internal/External Collaborations</b>
Provide access to healthcare specialists in rural, Medically Underserved Area (MUA)	<ul style="list-style-type: none"><li>- Maintain and recruit healthcare specialists to practice in hospital-based Visiting Specialist Clinic.</li></ul>	<ul style="list-style-type: none"><li>- Establish baseline in first year of program.</li><li>- Increase access to preventable care.</li><li>- Decrease the number of preventable hospital stays from 43.</li></ul>	<ul style="list-style-type: none"><li>- IU Health Southern Indiana Physicians</li><li>- Local healthcare specialists</li></ul>

\*Estimated Annual Budget: Operational budget item

Additional Resources: Staff time, space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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: Increase access to behavioral health services.**

IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 8, 10-11, 13-14, 21-22, 24, 30-33

<b>Initiative</b>	<b>Strategies</b>	<b>Anticipated Impact</b>	<b>Internal/External Collaborations</b>
Recruit OB/GYN and Substance Abuse Medical Specialist	<ul style="list-style-type: none"><li>- Provide support in recruiting a Substance Abuse Medical Specialist to provide services to local community.</li></ul>	<ul style="list-style-type: none"><li>- Decrease rate of 15.4 fatal opioid-involved overdose rates in community.</li><li>- Increase access to OB/GYN/medical addictions specialist from 0 to 1 in community.</li></ul>	<ul style="list-style-type: none"><li>- IU Health Paoli Hospital</li><li>- Southern Indiana Community Health Care</li></ul>

\*Estimated Annual Budget: Operational budget item

Additional Resources: Staff time, space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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
<b>Goal: Decrease amount of unused or expired medications available in the community.</b>
IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 8, 10-11, 13-14, 21-22, 24, 30-33

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Consumer drug take-back program	<ul style="list-style-type: none"> <li>– Provide a drug take-back bin for patients and community members to turn in unused or expired drugs.</li> </ul>	<ul style="list-style-type: none"> <li>– Establish baseline in first year of program.</li> <li>– Decrease at least 100 pounds of medications left in medicine cabinets across the community over the next three years.</li> </ul>	<ul style="list-style-type: none"> <li>– Hospital staff</li> <li>– Healthcare providers</li> <li>– Community organizations</li> <li>– Inmar Company</li> </ul>

*Estimated Annual Budget: \$3,300
Additional Resources: Staff time, space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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
<b>Goal: Decrease frequency of emergency department (ED) visits.</b>
IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 8, 10-11, 13-14, 21-22, 24, 30-33

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Continue Pain Resource Nurse initiative	<ul style="list-style-type: none"> <li>– Pain Resource Nurse and committee address frequent and repeat patient emergency department (ED) visits and work to decrease unnecessary visits by assisting patients in finding needed resources.</li> </ul>	<ul style="list-style-type: none"> <li>– An average of 70 people per year will receive assistance in getting substance abuse treatment, a primary care provider, and other help, as needed.</li> <li>– Maintain an average of 63% decrease of frequent emergency department (ED) visits since 2014.</li> </ul>	<ul style="list-style-type: none"> <li>– Pain Resource Nurse</li> <li>– Emergency department (ED) committee</li> <li>– Emergency department (ED) manager</li> <li>– Community members</li> <li>– Students interested in pursuing healthcare careers</li> <li>– College and universities</li> <li>– Local healthcare providers</li> </ul>

*Estimated Annual Budget: Staff time
Additional Resources: Space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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
<b>Goal: Increase access to peer recovery services.</b>
IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 8, 10-11, 13-14, 21-22, 24, 30-33

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Virtual behavioral health program in emergency department (ED)	<ul style="list-style-type: none"> <li>– Provide peer recovery coaching via IU Health behavioral health virtual services to patients struggling with substance abuse issues.</li> </ul>	<ul style="list-style-type: none"> <li>– Establish baseline in first year of program.</li> <li>– Increase number of patients accepting peer recovery care by 5% over the next three years.</li> <li>– Increase or maintain percentage of successful sobriety follow-ups by 5% as a system over the next three years.</li> </ul>	<ul style="list-style-type: none"> <li>– IU Health Paoli Hospital</li> <li>– Emergency department (ED) personnel</li> <li>– IU Health Behavioral Health Hub</li> <li>– Peer recovery coaches</li> </ul>

*Estimated Annual Budget: Staff time
Additional Resources: Space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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
<b>Goal: Increase behavioral health care access by providing Perinatal Mood and Anxiety Disorder (PMAD) support.</b>
IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6-12, 14, 21, 23-24, 31-33

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Perinatal Mood and Anxiety Disorder (PMAD) program	<ul style="list-style-type: none"> <li>– Perinatal patients are screened.</li> <li>– Trained PMAD Registered Nurses consult with patients and offer support group and warm-line services, if needed.</li> </ul>	<ul style="list-style-type: none"> <li>– Average 120 obstetrics deliveries per year.</li> <li>– 100% of patients are screened upon admission and during prenatal and postnatal care.</li> </ul>	<ul style="list-style-type: none"> <li>– Registered Nurses</li> <li>– Primary care providers</li> <li>– PMAD support group</li> </ul>

*Estimated Annual Budget: Staff time
Additional Resources: Space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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: Increase behavioral health care access through IU Health's Virtual Care and Virtual Psychiatric Assessment.**

IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6-12, 14, 21, 23-24, 31-33

<b>Initiative</b>	<b>Strategies</b>	<b>Anticipated Impact</b>	<b>Internal/External Collaborations</b>
Virtual psychiatric assessments to patients in the emergency department (ED)	- Patients with a behavioral health diagnosis will receive virtual psychiatric assessments by IU Health Virtual Visits care team.	- Establish baseline in first year of program.  - Decrease consult lag times.	- IU Health Virtual Visits - IU Health Behavioral Collaborative - Emergency department (ED) - Staff and healthcare providers

\*Estimated Annual Budget: Staff time

Additional Resources: Space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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; Access to Healthcare Services

**Goal: Increase behavioral health care access to adolescents through IU Health's Virtual Behavioral Health Hub.**

IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6-12, 14, 21, 23-24, 31-33

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Virtual behavioral health in junior and senior high school	<ul style="list-style-type: none"> <li>- Provide behavioral health services and treatment to students.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish baseline in first year of program.</li> <li>- Decrease barriers to obtain behavioral health services for adolescents and increase student performance in school.</li> </ul>	<ul style="list-style-type: none"> <li>- IU Health Paoli</li> <li>- Registered Nurses</li> <li>- Primary care providers</li> <li>- CareSource</li> <li>- Covering Kids and Families of Indiana</li> <li>- Orleans Junior and Senior High School</li> </ul>

\*Estimated Annual Budget: Supported by IU Health Behavioral Health Hub

Additional Resources: Staff time, space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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, Diabetes, and Physical Activity

**Goal: Provide support for healthy nutrition.**

IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 9-12, 21-22, 24-25, 27-28, 31, 33

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Support groups focused on healthy nutrition	<ul style="list-style-type: none"> <li>– Provide breastfeeding support group to nursing mothers.</li> <li>– Provide support group for community members with diabetes.</li> </ul>	<ul style="list-style-type: none"> <li>– Establish baseline in first year of program.</li> <li>– Maintain number of attendees that receive support to manage diabetes and delay or prevent chronic complications.</li> </ul>	<ul style="list-style-type: none"> <li>– Registered Nurse certified in International Board of Lactation Consultant Examiners</li> <li>– Diabetes support group coordinator</li> <li>– Registered Nurse and dietician</li> <li>– Pharmacist</li> </ul>

\*Estimated Annual Budget: Staff time

Additional Resources: Space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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, Diabetes, and Physical Inactivity

**Goal: Increase education and access for good nutrition and physical activity in the community.**

IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6, 9-12, 21-22, 24-25, 27-28, 31, 33

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
IU Health Days of Service	<ul style="list-style-type: none"> <li>– Collaborate with IU Health South Central Region hospitals and community organizations to host a Days of Service event focused on healthy weight, physical activity, good nutrition and promotion of positive behavioral health.</li> </ul>	<ul style="list-style-type: none"> <li>– Increase awareness of the health benefits of physical activity.</li> <li>– Increase opportunities for physical activity in the community.</li> </ul>	<ul style="list-style-type: none"> <li>– IU Health</li> <li>– IU Health South Central Region</li> <li>– Team member volunteers</li> <li>– Community organizations</li> </ul>

\*Estimated Annual Budget: Staff time

Additional Resources: Space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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: Social Determinants of Health

**Goal: Provide support for secondary education to help reduce unemployment.**

IU Health Paoli Hospital Community Health Needs Assessment Report Page: 6-14, 18-19, 21-24, 26-32, 34

<b>Initiative</b>	<b>Strategies</b>	<b>Anticipated Impact</b>	<b>Internal/External Collaborations</b>
Job shadowing, observation and student internships	<ul style="list-style-type: none"><li>- Provide opportunities for job shadowing in various areas of the hospital.</li><li>- Provide college/university internships to students seeking designated healthcare degrees.</li></ul>	<ul style="list-style-type: none"><li>- Increase or maintain number of student interns.</li><li>- Maintain at least 1600 preceptor hours available for interns or job shadows.</li></ul>	<ul style="list-style-type: none"><li>- IU Health Paoli Hospital departments</li><li>- Community members</li><li>- Students interested in pursuing healthcare careers</li><li>- College and universities</li></ul>

\*Estimated Annual Budget: Staff time

Additional Resources: Space

Access to Healthcare Services	Obesity, Diabetes, and Physical Inactivity	Behavioral Health	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 Paoli Hospital will address all the community health needs based on their 2018 Community Health Needs Assessment.

Please contact [communitybenefit@iuhealth.org](mailto:communitybenefit@iuhealth.org) with any questions.



Paoli Hospital