

2018 Community Health Needs Assessment

2019-2021 Implementation Strategy



**IU Health
White Memorial
Hospital**



White Memorial Hospital

Date Approved by Authorized Governing Body: April 3, 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 White Memorial Hospital (IU Health White Memorial Hospital or "the hospital") offers a wide range of services that include: general medical and surgical services which includes hospitalist coverage; a 24-hour emergency department with onsite helipad for critical care transportation; sophisticated diagnostic imaging services including mammography, MRI and CT; laboratory, chemotherapy, physical therapy and swing bed services.

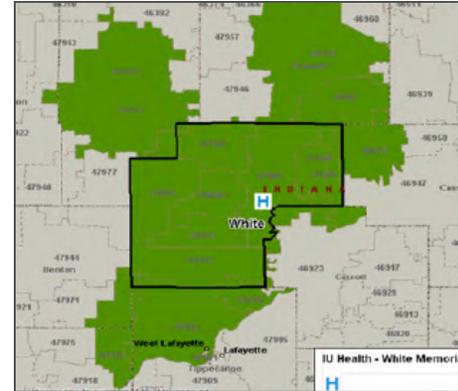
The hospital is part of Indiana University Health (IU Health), the largest and most comprehensive health system in the state of Indiana. IU Health, in partnership with Indiana University School of Medicine, one of the nation's leading medical schools, gives patients access to leading-edge medicine and 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 White Memorial Hospital's community is defined as White County, Indiana. This county accounted for over 89 percent of the hospital's inpatient cases in 2016. The total population of this community in 2015 was 24,224.

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 comprised of senior leadership at the IU Health White Memorial Hospital representing several departments of the organization, including clinical administration, medical operations, nursing, finance, and community relations. Community partners also participated in the development of the strategies by informing IU Health White Memorial of current community initiatives that are addressing the identified priority health needs.

Each year, senior leadership at IU Health White 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 identified top health needs of the IU Health White Memorial 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 White Memorial Hospital CHNA for more information: **IU Health White Memorial CHNA**.

1. Access to Healthcare Services
2. Drug and Substance Abuse (including Opioids)*
3. Healthcare and Social Services for Seniors
4. Maternal and Child Health
5. Mental Health*
6. Obesity and Diabetes
7. Smoking
8. Social Determinants of Health

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

VII. Community Health Needs Hospital Will Address

The recommended actions outlined in this plan may be modified based on a variety of factors, including input from internal and external partners, identification of new partnerships, changes in healthcare and community environment and availability of resources. Throughout the implementation period, the West Central Region Community Outreach and Engagement Committee will distribute grant and internal funding sources as appropriate to support the strategies and activities.

The Implementation Strategy outlines a three-year community health enhancement plan. Each year in this timeframe, IU Health White Memorial Hospital will:

- Actively participate in local coalitions and workgroups
- Create an annual action plan with specific tasks for that year
- Set and track performance indicators for each strategy
- Report progress of performance indicators to the hospital board as deemed necessary

The following priority health needs will be addressed by IU Health White Memorial Hospital from 2019-2021:

- Under-supply of primary care physicians and mental health professionals
- Increasing 65+ population
- Mental Health
- Substance Use

In order to maintain system cohesiveness, IU Health White Memorial Hospital will utilize the term “Access to Healthcare Services” to address the under-supply of primary care physicians and mental health professionals. The increasing 65+ population will be referred to as “Healthcare and Social Services for Seniors”. Finally, mental health and substance use was combined to “Behavioral Health.”

The following tables outline each strategy and potential actions, anticipated impact, potential partners, and planned resources that the hospital will commit to address the priority health need.

*The budget reported in the Implementation Strategy is an estimate that is subject to fluctuation due to hospital and departmental budgets, as well as changes in partnerships, collaborations and determination of the severity of the need. The budget presented in this document is an average annual budget for the IU Health West Central Region Community Outreach and Engagement budget, which is used by all three regional hospitals to address the priority health needs. This is not representative of all the hospital investments toward addressing these priority needs, as other hospital departments are also participating in initiatives. The actual investment for each identified community health priority is reported in the hospital's annual community benefit report.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Healthcare and behavioral health services	<ul style="list-style-type: none"> - Provide scholarships for the behavioral health nurse practitioner program. - Support telemedicine virtual visits with primary care physicians and behavioral health specialists. - Expand virtual peer recovery coaches. - Continue/expand quick response team (QRT)/paramedicine model. - Research technology "O Bar" for IU Health: A variety of physician recommended products, such as activity monitors, wireless blood pressure monitors and scales. 	<ul style="list-style-type: none"> - Increase scholarship opportunities for individuals pursuing behavioral health nurse practitioner certification. - Increase access to primary care physicians and behavioral health specialists via virtual visits. - Increase the number of trained peer recovery coaches and certified recovery specialists. - Increase utilization of recovery coaches/specialists. - Increase the number of people seeking/entering treatment after an overdose. - Increase the number of people served by quick response team (QRT)/paramedicine. - Increase access to chronic disease management tools. 	<ul style="list-style-type: none"> - IU Health Behavioral Health Collaborative - Purdue University - North Central Health Services - Clinton County United Way - Indiana Counselor's Association on Alcohol and Drug Abuse - Tippecanoe County Quick Response Team

*Estimated Annual Budget: \$10,500

Additional Resources: Funding, staff time, space, referrals, medical equipment, volunteer incentives

Access to Healthcare Services	Healthcare and Social Services for Seniors
Behavioral Health	Smoking

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

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Recruitment and availability of healthcare professionals	<ul style="list-style-type: none"> - Provide recovery coach and certified recovery specialist training. - Support youth career events and organizations. - Execute IU Health's five-year recruitment plan. - Explore the option to become a National Health Service Corps Site. - Provide windshield tours for physician recruits. - Provide internships and onsite/offsite learning opportunities for future professionals. 	<ul style="list-style-type: none"> - Increase the number of trained peer recovery coaches and certified recovery specialists. - Increase the number of students served and number of certificates earned. - Increase recruitment and retainment of providers. - National Health Service Corps designation allows for student loan repayment incentive for providers. - Increase the knowledge of available resources. - Increase onsite opportunities. - Create IU Health Speakers' Bureau. 	<ul style="list-style-type: none"> - IU Health Human Resources - Clinton County United Way - Boys and Girls Club - Clinton County YMCA - IU School of Medicine West Lafayette Campus - Local schools - Healthy Communities of Clinton County Coalition

*Estimated Annual Budget: \$10,500

Additional Resources: Funding, staff time, space, referrals, medical equipment, volunteer incentives

Access to Healthcare Services	Healthcare and Social Services for Seniors
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Community Health Needs Assessment Priority Area: Healthcare and Social Services for Seniors

Goal: Increase opportunities for seniors to access care, utilize resources and make healthy choices.

IU Health White Memorial Hospital Community Health Needs Assessment Report Page: 9 20, 23, 24, 27

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Social and health services targeted to seniors	<ul style="list-style-type: none">- Expand the medication assistance program.- Provide insurance navigation for seniors.	<ul style="list-style-type: none">- Increase compliance with treatment plans.- Decrease in emergency department (ED) and hospital utilization for seniors.- Increase access to care for seniors.	<ul style="list-style-type: none">- IU Health White Memorial Hospital staff- IU Health White Memorial Hospital pharmacy staff- Case managers- IU Health Population Health- Healthy Communities of Clinton County Coalition

*Estimated Annual Budget: \$10,500

Additional Resources: Staff time, funding, space, education materials, screening supplies

Access to Healthcare Services	Healthcare and Social Services for Seniors
Behavioral Health	Smoking

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Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Education, screenings and other resources for seniors	<ul style="list-style-type: none"> - Support organizations that provide programming or services to seniors. - Participate in senior outreach activities (Senior Games, Lafayette Senior Expo, and Area IV walking groups). - Volunteer with Senior Programs. - Support the “Stepping On” classes (fall prevention). 	<ul style="list-style-type: none"> - Increase in community capacity. - Increase screening opportunities. - Increase educational opportunities. - Increase senior engagement. - Increase engagement of team members and youth with seniors. - Increase social engagement and access to services. - Increase educational opportunities. - Reduce number of falls. 	<ul style="list-style-type: none"> - IU Health White Memorial Hospital staff - IU Health White Memorial Hospital pharmacy staff - Case managers - IU Health Population Health - Healthy Communities of Clinton County Coalition

*Estimated Annual Budget: \$10,500

Additional Resources: Staff time, funding, space, education materials, screening supplies

Access to Healthcare Services	Healthcare and Social Services for Seniors
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Community Health Needs Assessment Priority Area: Behavioral Health

Goal: Increase community capacity to respond to increased behavioral health needs.

IU Health White Memorial Hospital Community Health Needs Assessment Report Page: 6, 8, 11-13, 21-22, 27, 31

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Behavioral Health Support Services	<ul style="list-style-type: none"> - Create support groups for parents, families and those struggling with behavioral health issues. 	<ul style="list-style-type: none"> - Increase number of support group sessions available in each community. - Increase volunteers for National Alliance on Mental Illness (NAMI) programs. - Increase number of events, support groups and educational sessions for family and friends. 	<ul style="list-style-type: none"> - National Alliance on Mental Illness (NAMI)

*Estimated Annual Budget: \$7,000

Additional Resources: Staff time, funding, space, education materials, screening supplies

Access to Healthcare Services	Healthcare and Social Services for Seniors
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*The budget associated with this strategy is an estimate and should be regarded as such.

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Behavioral health treatment services	<ul style="list-style-type: none"> - Support the Mental Health America Crisis Center. - Support local schools on North Central Health Services Youth Resilience grant project. - Provide health insurance navigation. - Provide behavioral health navigation services. - Collaborate on behavioral health community initiatives. - Increase number of behavioral health screenings. 	<ul style="list-style-type: none"> - Increase number of applications aligning with priority health needs. - Increase alignment with volunteer projects. - Complementary funding for schools/ strengthened school applications. - Increase awareness of Safe2Talk program. - Increase number of trained crisis intervention specialists. - Reduce barriers to services. - Increase access to behavioral health services. - Increase access to care. - Increase awareness and use of behavioral health navigation services. - Increase volunteer hours for team members. - Increase participation in Active Parenting classes. - Increase collaboration. - Increase number of behavioral health screenings and referrals to care. 	<ul style="list-style-type: none"> - IU Health Behavioral Health Collaborative - Healthy Communities of Clinton County Coalition - Mental Health America - North Central Health Services - Local schools - Clinton County United Way - Partnership for Drug-free Clinton County - Open Door Clinic - The Learning Network

*Estimated Annual Budget: \$7,000

Additional Resources: Staff time, funding, space, education materials, screening supplies

Access to Healthcare Services	Healthcare and Social Services for Seniors
Behavioral Health	Smoking

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

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Training and education for identifying and responding to behavioral health issues	<ul style="list-style-type: none"> - Provide trainings to hospital staff and community members (Question, Persuade, Refer (QPR) training, Mental Health First Aid, Applied Suicide Intervention Skills Training (ASIST), etc.). - Create/support awareness campaigns or events. 	<ul style="list-style-type: none"> - Number of trainings provided. - Number of people trained. - Safe2Talk marketing materials distributed (posters and magnets). - Increase awareness of resources available. - Increase utilization of resources. - Number of "Stepping on Stigma" awareness toolkits distributed. 	<ul style="list-style-type: none"> - IU Health marketing - IU Health Behavioral Health Collaborative - Mental Health America - Franciscan Health - Boys and Girls Club - Hair stylists - Bartenders - Bus drivers - Librarians - Families

*Estimated Annual Budget: \$7,000

Additional Resources: Staff time, funding, space, education materials, screening supplies

Access to Healthcare Services	Healthcare and Social Services for Seniors
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Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
<p>Education opportunities and community programs to youth and at-risk populations</p>	<ul style="list-style-type: none"> - Increase youth education programs to prevent substance use. - Reduce written prescriptions of opioids. - Encourage proper storage and safe disposal of prescription medication through participation in drug take-back activities. - Expand Q-Source program. - Support opportunities for physician training and continuing education on substance use disorders (SUD). 	<ul style="list-style-type: none"> - Increase awareness. - Increase youth resiliency. - Decrease the number of opioid prescriptions written. - Increase utilization of permanent medication take-back locations. - Participate in Red Ribbon Week. - Increase participation in drug take-back day activities. - Increase opportunities for physician education. - Increase provider knowledge on substance use disorders (SUD). 	<ul style="list-style-type: none"> - Healthy Communities of Clinton County Coalition - Local schools - YMCA - Boys and Girls Club - North Central Health Services - Q-Source - INSPECT: Indiana's controlled substance prescription website - Local law enforcement - Local drug free task force - BoilerWoRx - Indiana University School of Medicine - The Area Health Education Centers (AHEC)

*Estimated Annual Budget: \$7,000

Additional Resources: Funding, staff time, space, printed materials

Access to Healthcare Services	Healthcare and Social Services for Seniors
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Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
<p>Treatment programs and support services to help increase successful treatment</p>	<ul style="list-style-type: none"> - Support community naloxone training. - Increase the number of trained peer recovery coaches and certified recovery specialists. - Support existing and research expansion of Quick Response Team (QRT)/community paramedicine programs. - Refer patients to local treatment facilities. - Accept primary care provider patients from local treatment facilities. - Increase health insurance navigation. - Create/support local support groups. - Explore programs to help incarcerated mothers with substance use disorders (SUD). - Fund the printing of "Resource Guide: Road Map to Recovery." - Support tobacco cessation program. 	<ul style="list-style-type: none"> - Increase number of people trained on naloxone administration. - Increase number of naloxone kits distributed. - Decrease number of overdoses resulting in death. - Increase the number of peer recovery coaches that provide services in the community. - Continue Quick Recovery Team (QRT) program in Tippecanoe County. - Increase number of people referred to local treatment centers. - Number of patients referred from local treatment facilities. - Increase access to care. - Increase treatment options for incarcerated mothers with substance use disorders (SUD). - Increase number of local support groups for people with substance use disorders (SUD) and their families/friends. - Increase attendance at existing support groups. - Decrease smoking rate. - Increase number of people enrolled in tobacco cessation program. 	<ul style="list-style-type: none"> - IU Health Behavioral Health Collaborative - Clinton County Health Department - National Alliance on Mental Illness (NAMI) - Tippecanoe County Quick Response Team - Clean Slate - Valley Oaks - Healthy Communities of Clinton County Coalition - North Central Health Services

*Estimated Annual Budget: \$7,000

Additional Resources: Funding, staff time, space, printed materials

Access to Healthcare Services

Healthcare and Social Services for Seniors

Behavioral Health

Smoking

*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 community capacity to respond to increased substance use needs, including prevention, treatment and recovery.

IU Health White Memorial Hospital Community Health Needs Assessment Report Page: 6, 10-13, 21-22, 27, 31

Initiative	Strategies	Anticipated Impact	Internal/External Collaborations
Long-term recovery efforts and programs	<ul style="list-style-type: none">- Support recovery housing options.- Collaborate with local initiatives.- Partner with local recovery houses to provide "soft skills" training and support.	<ul style="list-style-type: none">- Increase number of options for recovery housing and treatment centers.	<ul style="list-style-type: none">- IU Health Behavioral Health Collaborative- North Central Health Services- Franciscan Health- Clinton County United Way- Center Township Trustee's Office

*Estimated Annual Budget: \$7,000

Additional Resources: Funding, staff time, space, printed materials

Access to Healthcare Services	Healthcare and Social Services for Seniors
Behavioral Health	Smoking

*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 White Memorial Hospital is unable to address those community health needs that do not relate directly to the Hospital's mission to deliver healthcare. These are needs that other governmental agencies and/or community organizations have the most appropriate expertise and resources to address.

IU Health White Memorial Hospital is unable to address the following community health needs identified in the 2018 Community Health Needs Assessment:

Maternal and Child Health

As a critical access hospital, IU Health White Memorial Hospital does not provide maternity services in their facility. However, there are support services available to pregnant women and young mothers in each community. The Nurse Family Partnership provides in-home services to qualifying families. IU Health Arnett Hospital provides maternity services in the region, as well as post-partum and breastfeeding support groups for new mothers. As a system, IU Health is addressing maternal and child health by focusing on infant mortality, creating a system-wide collaborative to focus on this issue.

Obesity and Diabetes

IU Health White Memorial Hospital focused on obesity prevention as one of the priority health needs from 2015-2018. The hospital supported many activities in each community. However, during the 2018 community health needs assessment, other needs arose as more severe and necessary to address. There are other community resources that continue to address obesity and diabetes. There are coalitions in each community that address healthy eating and active living. The hospitals provide diabetes education programs. Purdue Extension is another community resource to address obesity and diabetes. IU Health staff will continue to participate in the White County HEALTH Coalition, which addresses healthy eating and active living.

Social Determinants of Health

Many of the strategies will indirectly address various social determinants of health. IU Health team members often serve on agency boards or participate in local coalitions addressing the social determinants of health.

Please contact communitybenefit@iuhealth.org with additional questions.



White Memorial Hospital