

OrthoIndy

**Implementation Strategy for the 2021 CHNA
Marion County, Indiana**



Ascension

The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs that the hospital does not intend to address are identified and a rationale is provided. Special attention has been given to the needs of individuals and communities who are more vulnerable, unmet health needs or gaps in services, and input gathered from the community.

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The 2021 Implementation Strategy was approved by the OrthoIndy Board of Directors on October 14, 2022 (2021 tax year) and applies to the following three-year cycle: July 2022 to June 2025 (FY2023 - FY2025). This report, as well as the previous report, can be found at our public website.

We value the community's voice and welcome feedback on this report. Please visit our public website ([Community Health Needs Assessments | Ascension](#)) to submit your comments.

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Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable.

OrthoIndy

In 2005, OrthoIndy opened the first orthopedic specialty hospital in Indiana. The hospital provides comprehensive bone, joint, spine, and muscle care. OrthoIndy has over 80 physicians to focus on musculoskeletal care and complex surgical procedures including total joints and spinal operations. There are 10 locations in Central Indiana. Three clinics are located on the campus of Ascension St. Vincent Carmel, Ascension St. Vincent Fishers, and Ascension St. Vincent Indianapolis Hospitals. In 2009, St. Vincent and OrthoIndy formed a strategic partnership to create open lines of communication and expand the reach into the community. This partnership is formally maintained through the Ascension St. Vincent Indianapolis Hospital. OrthoIndy's demographic service area includes Hamilton, Hendricks, Johnson, and Marion Counties.

For more information about OrthoIndy, visit [OrthoIndy](#)

Overview of the Implementation Strategy

Purpose

This Implementation Strategy (IS) is the hospital's response to the health needs prioritized from its current Community Health Needs Assessment (CHNA). It describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with OrthoIndy's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

IRS 501(r)(3) and Form 990, Schedule H Compliance

The CHNA and IS satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA). As part of the ACA, all not-for-profit hospitals are required to conduct a CHNA and adopt an Implementation Strategy every three years. Requirements for 501(c)(3) Hospitals Under the Affordable Care Act are described in Code Section 501(r)(3) and include making the CHNA report (current and previous) widely available to the public. In accordance with this requirement, electronic reports of both the CHNA and the current Implementation Strategy can be found at [Community Health Needs Assessments | Ascension](#) and paper versions can be requested at OrthoIndy's information desk located in the main lobby.

Process to Prioritize Needs

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. For the 2021 CHNA, OrthoIndy has defined the community as Marion County because OrthoIndy is located in Marion County, prioritization activities were based on Marion County data, and community health data are readily available at the county level. OrthoIndy used a phased prioritization approach to identify the needs within Marion County. The first step was to determine the broader set of identified needs. Through the CHNA, identified needs were then narrowed to a set of significant needs which were determined most crucial for community stakeholders to address. For more information on the methods and analysis used to determine community health needs, please visit [2021 CHNA - OrthoIndy - Marion County](#)

Following the completion of the CHNA, significant needs were further narrowed down to a set of prioritized needs that the hospital will address within the Implementation Strategy. To arrive at the prioritized needs, OrthoIndy used the following process and criteria: hospital leaders reviewed the 2021 CHNA significant health needs and the data used to define each as significant, then voted on the top 3-5 needs they determined the hospital could address in the next three years.

The criteria used to prioritize the significant needs were:

- Alignment with the organization's mission, values, and strategic priorities.
- Alignment with existing service and area of expertise.
- Concern for low-income or vulnerable persons.
- Ability for organization to have an impact.
- Ability to leverage organizational assets.

Needs That Will Be Addressed

Following the completion of the current CHNA, OrthoIndy has selected the prioritized needs outlined below for its FY2023 - FY2025 Implementation Strategy. Ascension has defined "prioritized needs" as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle:

- **Access to Care** – This need was selected because access to care indicators such as adults reporting fair or poor health, low birthweight babies, per capita supply of healthcare providers, preventable hospital stays, and/or core preventive services compared unfavorably to peer counties or U.S. averages and because community meeting participants identified access to care (including preventive services) as a priority.
- **Mental Health** – This need was selected because mental health indicators such as number of mentally unhealthy days, number of mental health providers per population, depression rate

and/or suicide rate compared unfavorably to peer counties or U.S. averages and because community meeting participants identified mental health and adverse childhood experiences (ACEs) as a priority.

OrthoIndy understands the importance of all the health needs of the community and is committed to playing an active role in improving the health of the people in the communities it serves. For the purposes of this Implementation Strategy, OrthoIndy has chosen to focus its efforts on the priorities listed above.

Needs That Will Not Be Addressed

OrthoIndy is a specialty orthopedic hospital with expertise in providing the highest quality, comprehensive bone, joint, spine and muscle care. The hospital is committed to improving community health by directly, and indirectly, addressing prioritized health needs. However, certain factors impact the hospital's ability to fully address all prioritized health needs. The needs listed below are not included in the hospital's Implementation Strategy plan for the following reasons:

- **COVID-19 Pandemic** - This need was not selected because other facilities or organizations in the community are addressing the need.
- **Food Security** - This need was not selected because a relatively low priority was assigned to the need and because other organizations are addressing this need.
- **Obesity, Physical Inactivity, and Associated Chronic Disease** – This need was not selected because of resource constraints and because other facilities or organizations in the community are addressing the need.
- **Social Determinants of Health, including poverty, affordable housing, food insecurity, and transportation** - This need was not selected because of a relative lack of expertise or competencies to effectively address the need.
- **Smoking and Tobacco Use** - This need was not selected because a relatively low priority was assigned to the need and other organizations in the community are addressing the need.

While these needs are not the focus of this Implementation Strategy, OrthoIndy may consider investing resources in these areas as appropriate, depending on opportunities to leverage organizational assets in partnership with local communities and organizations. Also, this report does not encompass a complete inventory of everything OrthoIndy does to support health within the community.

To find a list of resources for each need not being addressed, please refer to the: [OrthoIndy 2021 CHNA](#).

Acute Community Concern Acknowledgement

A CHNA and Implementation Strategy offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden,

may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood) or other event that suddenly impacts a community. In which case, if adjustments to an IS are necessary, the hospital will develop documentation, in the form of a [SBAR](#) (Situation-Background-Assessment-Response) evaluation [summary](#), to notify key internal and external stakeholders of those possible adjustments.

Written Comments

This Implementation Strategy is available to the public and is open for public comment. Questions or comments about this Implementation Strategy can be submitted via the website: [Community Health Needs Assessments | Ascension](#).

Approval and Adoption by the OrthoIndy Board of Directors

To ensure OrthoIndy’s efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 Implementation Strategy was presented and adopted by the OrthoIndy Board of Directors on October 14, 2022. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions in the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Action Plans

The IS below is based on prioritized needs from the hospital’s most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years. While these remain a priority, the hospital will continue to offer additional programs and services to meet the needs of the community, with special attention to those who are poor and vulnerable.

GOAL: Increase access to comprehensive, high-quality health care services.
Hospital Name OrthoIndy
Prioritized Health Need #1 Access to Care
Strategy Strengthen community engagement by supporting coalitions and implementing partners.
Strategy Source Centers for Disease Control and Prevention, Principles of Community Engagement 2nd Edition
Objective

<p>By June 30, 2025, OrthoIndy will strengthen community engagement to expand the reach of evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion.</p>
<p>Target Population</p> <ul style="list-style-type: none"> • People with lower incomes, older adults, people with undocumented status, people experiencing homelessness, people with disabilities, people at risk for chronic conditions or with pre-existing medical conditions, Black or African American persons, Hispanic or Latino persons or other racial and ethnic minority groups who experience discrimination, and the LBGTQ community. • Medically Underserved Population: People who are uninsured or underinsured and people who are underserved by mental and medical health resources.
<p>Collaborators</p> <ul style="list-style-type: none"> • Local community coalitions • Non-profit organizations
<p>Resources</p> <ul style="list-style-type: none"> • OrthoIndy Foundation • Community Development and Health Improvement staff
<p>Output and/or Outcome</p> <ul style="list-style-type: none"> • Baseline: Current level of community partnerships supporting evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion at the hospital's highest level of engagement capacity. • Target: Maintain support of community partnerships supporting evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion at the hospital's highest level of engagement capacity. • Data Source: Foundation Grant History Report
<p>ANTICIPATED IMPACT</p>
<p>The anticipated impact of these actions is an increase in the number of community members who receive comprehensive, high quality health care services by supporting and engaging with coalitions and implementing partners addressing access to health care services.</p>

<p>GOAL: Improve mental health.</p>
<p>Hospital Name OrthoIndy</p>
<p>Prioritized Health Need #2 Mental Health</p>
<p>Strategy To increase awareness of the prevalence of mental health disorders and provide support for mental health improvement initiatives.</p>
<p>Strategy Source Healthy People 2030, Mental Health and Mental Disorders</p>
<p>Objective By June 30, 2025, OrthoIndy will expand the reach of evidence-based programs, advocacy, and/or services addressing mental health by providing financial support, facilitation, and/or promotion.</p>

Target Population <ul style="list-style-type: none"> Community members
Collaborators <ul style="list-style-type: none"> Non-profit organizations
Resources <ul style="list-style-type: none"> Community Development and Health Improvement staff OrthoIndy staff
Output and/or Outcome <ul style="list-style-type: none"> Baseline: Current level of community partnerships supporting evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion at the hospital's highest level of engagement capacity. Target: Maintain support of community partnerships supporting evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion at the hospital's highest level of engagement capacity. Data Source: Foundation Grant History Report
ANTICIPATED IMPACT
<p>The anticipated impact of these actions is to increase awareness of prevalence of mental health disorders and to increase distributing funds to nonprofits and organizations for care.</p>

Evaluation

OrthoIndy will develop a comprehensive measurement and evaluation process for the Implementation Strategy. The hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community.