

<b>Policy #:</b>	<b>7</b>
<b>Title:</b>	<b>Financial Assistance Policy</b>
<b>Department:</b>	<b>Revenue Cycle Services</b>
<b>Category:</b>	<b>Policies</b>
<b>Section:</b>	<b>Revenue Cycle Policy</b>
<b>Owner:</b>	<b>cbeals</b>
<b>Effective Date:</b>	<b>1/1/1997</b>
<b>Next Review:</b>	<b>3/15/2013</b>

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## **FINANCIAL ASSISTANCE POLICY (UNINSURED/LIMITED MEANS/CHARITY)**

### **I. PURPOSE:**

Clarian Health is dedicated to serving the healthcare needs of its patients. To assist in meeting those needs, Clarian has established this ‘Indigency Policy’ to provide financial relief to those patients who ask for assistance after care has been rendered and who are unable to meet their financial obligation, including low-income, uninsured or medically indigent. This policy was developed and is utilized to determine patients’ financial ability to pay for services.

### **II. DEFINITIONS:**

- A. **Charity (Indigent)** means household income that is equal to or less than 200% of the Federal Poverty guidelines. (Qualifying applicants will receive 100% relief from their facility and/or physician obligation.)
- B. **Medically Indigent** is defined for those patients whose health insurance coverage, if any, does not provide full coverage for all of their medical expenses and that their medical expenses, in relationship to their income, would make them indigent if they were forced to pay full charges for their medical expenses.
- C. **Uninsured** means without medical insurance.
- D. **Limited Means** means an inability to pay full charges of the hospital obligation. The guarantor must request financial assistance, be ineligible for Charity, and have income between 200% and 400% of the Federal Poverty guidelines. Qualifying applicants will receive partial adjustments.
- E. **Discount** means a sliding scale reduction in billed charges in accordance to take-home pay evaluation for patients who do not qualify for any other financial assistance, who ask for assistance and cooperate fully with the financial need determination process.
- F. **Financial Assistance Committee** meets routinely with the task of determining exceptions under the Financial Assistance policy per request of a patient. The members of the Committee are appointed by the Clarian Chief Financial Officer.
- G. **Asset Determination** means a financial need assessment performed by a third party before the Financial Assistance application is submitted to the Financial Assistance Committee.

- H. **Interest-free Payment Arrangements**
- Consolidated Patient Statements: An invoice payment program that allows a patient up to twenty (20) months to pay an outstanding balance without accruing interest. Exceptions can be made at management discretion.
  - Non-Consolidated Patient Statements: An invoice payment program that allows a patient up to twelve (12) months to pay an outstanding balance without accruing interest.
- I. **Financing** means third party credit for extended payment arrangements on any balances that cannot be paid within 12 months.
- III. **POLICY STATEMENTS:**
- A. All Uninsured Clarian patients will receive notification of Clarian's Financial Assistance Program Policy including an application to participate in the program. This application will be mailed to the patient/guarantor at the conclusion of their treatment along with a summary of incurred charges. In order for a patient to be considered for Clarian's Financial Assistance Program, a signed copy of the application must be returned to the Self Pay Solutions Unit within 21 calendar days of receipt.
- B. Eligibility
1. This Policy applies only to charges for hospital and physician services provided by Clarian Health entities. This Policy may also be applied to non-Clarian owned clients of Clarian Health Revenue Cycle Services.
  2. All third party resources and non-hospital financial aid programs, including public assistance available through Medicaid, must be exhausted before financial assistance can be requested.
  3. Any inpatient, outpatient or physician account may be eligible for financial assistance if the patient/guarantor asks for assistance and is determined to be:
    - Indigent
    - Uninsured or
    - Limited Means
  4. To determine eligibility, the patient/guarantor must participate and cooperate fully with the approval process including submitting an application providing:
    - Income from all sources.
    - Copies of statements from savings and checking accounts, certificates of deposit, stocks, bonds, money markets accounts, etc.
    - Value of assets including home and real estate.
    - Monthly expenses.
    - Number of dependents.
    - Copies of most recent three months of pay stubs.
    - Copies of the most recent state and federal income tax forms including copies of:
      - Ø W2's
      - Ø Schedule C Profit or Loss from Business
      - Ø Schedule D Capital Gains and Losses
      - Ø Schedule E supplemental Income and Loss
      - Ø Schedule F Profit or Loss from Farming
    - Signed copy of the Financial Assistance application
  5. Financial assistance must be separately requested for each visit. (Unless the patient is readmitted within 72 hours. ) The application and accompanying documentation is only submitted once per year.
  6. Falsification of any portion of an application or refusal to cooperate may result in denial of financial assistance.
  7. For a patient who chooses not to participate or is denied financial assistance, the full measure of collection activity will continue through the billing cycle up to and including referral to a collection agency.
  8. Clarian may suspend collection activity on an account while an application is being processed and considered.
- C. Program Administration

The Clarian Financial Assistance Program will be administered by Revenue Cycle Services according to the following guidelines:

1. All patients will be billed for gross charges.
2. Patients must request assistance, complete and sign a Financial Assistance application.
3. Upon receipt of the Financial Assistance application, Revenue Cycle Services personnel will first determine if the patient/guarantor qualifies for Charity assistance. If the patient/guarantor qualifies for Charity, they will be notified and the account adjusted per the Write Off and Adjustment Procedure #30.
4. If the patient/guarantor does not qualify for Charity, but qualifies for Limited Means assistance, a reduction in liability will be made to the account and the guarantor/patient will be notified via mail. At the guarantor's request, payment arrangements will be made for the remaining balance.
5. If the patient/guarantor does not qualify for Charity or Limited Means assistance and has been determined to be Uninsured, a 20% discount may be made to the account and the guarantor will be notified via mail. At the guarantor's request, payment arrangements will be made for the remaining balance.
6. If the patient/guarantor does not qualify for Charity or Limited Means assistance and their hospital and/or physician liability is the balance left after health insurance has paid, they will not be eligible for a discount.
7. For patients/guarantors qualifying for assistance and whose hospital and/or physician liability is greater than \$40,000, there may be an Asset Determination.
8. If after the determination of a financial assistance award, the patient/guarantor requests further financial relief, they can request their account go to the Financial Assistance Committee. Before going to the Committee, an Asset Determination will be performed. All Committee determinations are final.
9. Once financial assistance has been granted, the guarantor will not be supplied with documentation required to bill insurance companies. This includes UB, 1500 and or detailed itemization of charges.
10. Clarian reserves the right to review the financial assistance determination if the guarantor's financial circumstances have changed.
11. The Financial Assistance policy applies to deceased patients when it has been determined that there are no assets of value in the estate.
12. Financial assistance may be granted to patients who qualify for government programs when funding has delayed payment. If later government assistance is awarded, the account adjustment will be reversed.
13. Financial assistance may be granted to patients that are pending Medicaid (payor plan KOO) approval with the appropriate county. These accounts have been reviewed and financial need determined by a third party. Additional documentation will not be required by Revenue Cycle Services.
14. Financial Assistance may be granted to patients that are in a Financial Class G (vendors and grants which include Wishard patients), J (other government which includes CSHCN, Project Health, ECCO, and Out of State Medicaid), and K (Medicaid patients). Accounts will not be taken to charity until they have qualified to go to a collection agency. These accounts have been reviewed and financial need determined by a third party. Additional documentation will not be required by Revenue Cycle Services.
15. The Financial Assistance policy includes accounts that have been adjusted for the following reasons: Humanitarian Adjustment, Service Case and Bankruptcy. These accounts have been reviewed and financial need has been determined by a third party. Additional documentation will not be required.
16. Financial assistance will be granted to patients that have been accepted into the Project Health Program and Eye Care Community Outreach (ECCO) (payor plan J20). These accounts have been reviewed and financial need determined by a third party. Additional documentation will not be required by Patient Financial Services.
17. Financial assistance may be granted to patients determined to be homeless. These patients often give their addresses as the Wheeler Mission and are identified through

registration and the return mail process. Additional documentation will not be required by Revenue Cycle Services.

18. Financial Assistance may be automatically granted to patients that have a hospital bill with a maximum balance to be determined by the Executive Director of Revenue Cycle and meet the credit scoring criteria. Additional documentation will not be required by Revenue Cycle Services, although an Asset Determination may be performed.
19. Financial Assistance may be granted to uninsured patients that have transferred to a collection agency and the agency has determined the patient has an inability to pay. The determination process for each agency will be documented and subject to audit by a member of the Revenue Cycle staff. Prior to going to collections, these accounts will go through the normal collection process including scoring. Accounts returned with balances greater than \$75,000, may be forwarded to the Financial Assistance Committee for review.
20. A financial assistance application will be mailed to the guarantor where the patient has a non-Consolidated Patient Statement hospital bill with a balance greater than the maximum balance determination to be automatically approved for charity.
21. Financial assistance applications will be inserted in the Consolidated Patient Statement mailing based on the patient's self pay balance every ninety (90) days. The short application will be included for balances less than \$2,000.00 . The long application insert will be included if the patient's balance is \$2,000.00 or greater.
22. Financial Assistance will not be granted to non-Consolidated Patient Statement patients that have a physician bill with a balance less than \$240.00.
23. A financial assistance application will be mailed to the guarantor where the patient has a non-Consolidated Patient Statement physician bill with a balance greater than \$240.00.
24. If the patient/guarantor has already been approved for Charity/Limited Means by the hospital and also has an outstanding balance with PPRCS, then PPRCS will abide by the agreement that Clarian has established with the patient.

IV. EXCEPTIONS:

Any exceptions to the policy require Committee approval and appropriate account documentation.

V. CROSS REFERENCE:

Patients qualifying under the following policies and procedures are excluded from this policy:

International Humanitarian Policy (ADM Policy #)  
Cosmetic/Flat Fee and Medically Necessary Procedures Performed in the Same Operative Session (PFS Policy # 45)

VI. RESPONSIBILITY: Director, Revenue Cycle Services

VII. APPROVAL BODY:

VIII. APPROVAL SIGNATURE:

\_\_\_\_\_  
Vice President, Revenue Cycle Services

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director, Revenue Cycle Services

\_\_\_\_\_  
Date

IX. DATE (S) OF REVIEW/REVISION:

January 1, 1997

October 15, 2001  
February 4, 2004  
April 9, 2004  
August 26, 2004  
March 25, 2005  
March 31, 2006  
September 27, 2006  
December 10, 2009  
March 15, 2010

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**ATTACHMENTS:** NONE

**STANDARDS:** NONE

**REFERENCES:** None

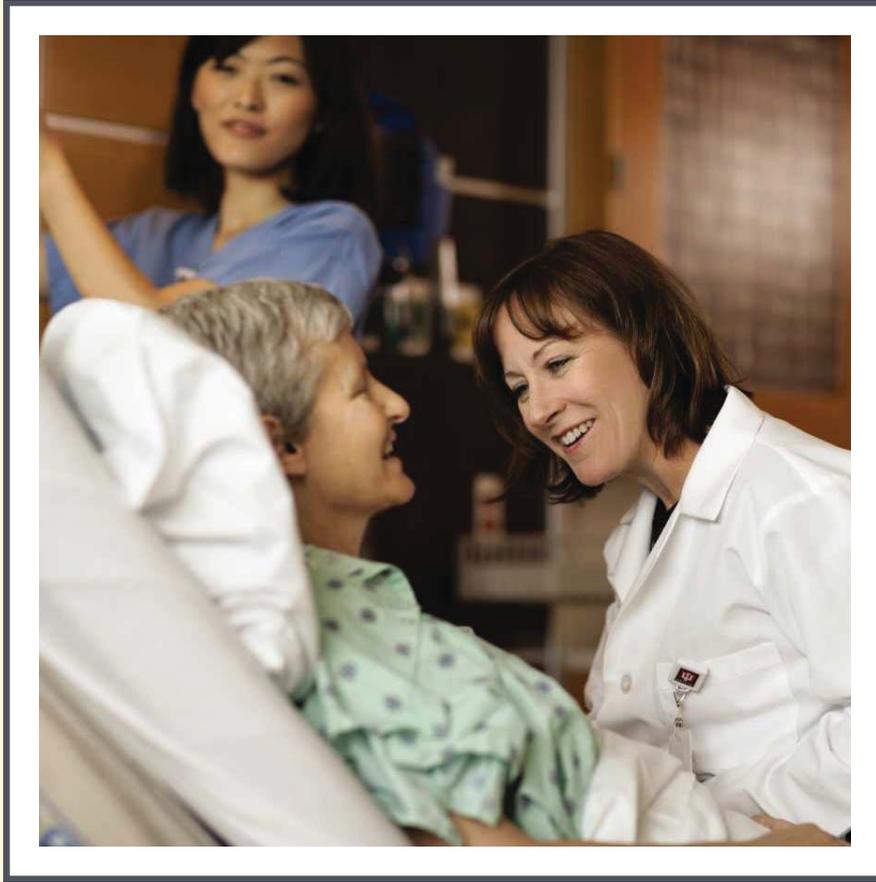
**AUTHOR:** Erin Davis

**APPROVED:** RPSC: 1/1/1997

**REVIEWED:** 1/1/1997

**REVISED:** 3/15/2010

**VERSION:** 3



# Report to the community.

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2010 Community Benefit Summary

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Indiana University Health

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## A Letter from the President and CEO

On January 24, 2011, we officially changed our name from Clarian Health to Indiana University Health. Our new identity recognizes our unique partnership with Indiana University School of Medicine, one of the nation's largest medical schools, which provides patients access to the most innovative treatment options and the latest technology. Our new name is also rooted in the ability of our physicians and staff to provide the people of Indiana with a unified standard of accessible, nationally ranked, patient-centered care.

As Indiana's largest and most comprehensive academic health system, IU Health is uniquely positioned to carry out our essential mission—to improve the health of our patients and community through innovation and excellence in care, education, research and service.

It's important to note that being an academic health system means more than just focusing on delivering clinical care—treating patients and their illnesses; it means we have a responsibility to discover and develop effective ways to improve overall health—doing what it takes to ensure healthier lives for Hoosiers and a healthier future for the communities we serve.

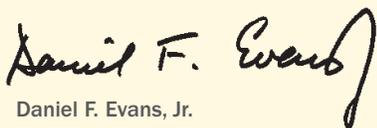
To this end, we will continue to provide charity care throughout the state and invest in partner organizations to bring health and wellness programming to IU Health communities across Indiana.

In 2010, our statewide system invested nearly \$614 million in community services, serving more than 556,000 Indiana residents.

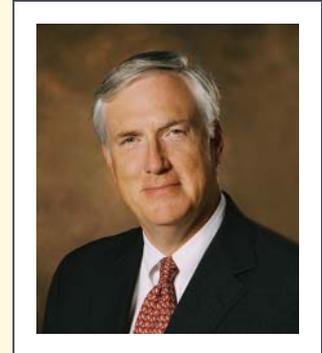
Aligning with our mission of service, IU Health also manages and promotes Strength That Cares, an employee volunteer program designed to foster a culture of volunteerism and social responsibility within our organization. In 2010, nearly 5,000 IU Health employees engaged in volunteer opportunities across the state to positively impact local communities.

As a nonprofit health system, IU Health is honored to be a leading provider of healthcare in Indiana and proud to work with our statewide system of hospitals to partner with communities throughout Indiana in carrying out our mission. On behalf of the Board of Directors and employees of IU Health, I am pleased to share this summary of our 2010 community investments with you.

Best wishes,



Daniel F. Evans, Jr.  
President and CEO  
Indiana University Health



# Indiana University Health

Indiana University Health is Indiana's most comprehensive healthcare system, providing care to millions of individuals across Indiana and around the globe.

In 2010, nearly 23,000 professionals delivered service through more than 135,000 admissions and over 2 million outpatient visits.

## Our Mission

Formed in 1997, Indiana University Health is a statewide, academic health system dedicated to providing a unified standard of preeminent, patient-centered care throughout Indiana and beyond. Allied in unique partnerships with Indiana University and the Indiana Conference of the United Methodist Church, IU Health is driven to fulfill its mission to improve the health of its patients and community through innovation and excellence in care, education, research and service.

## Our Values

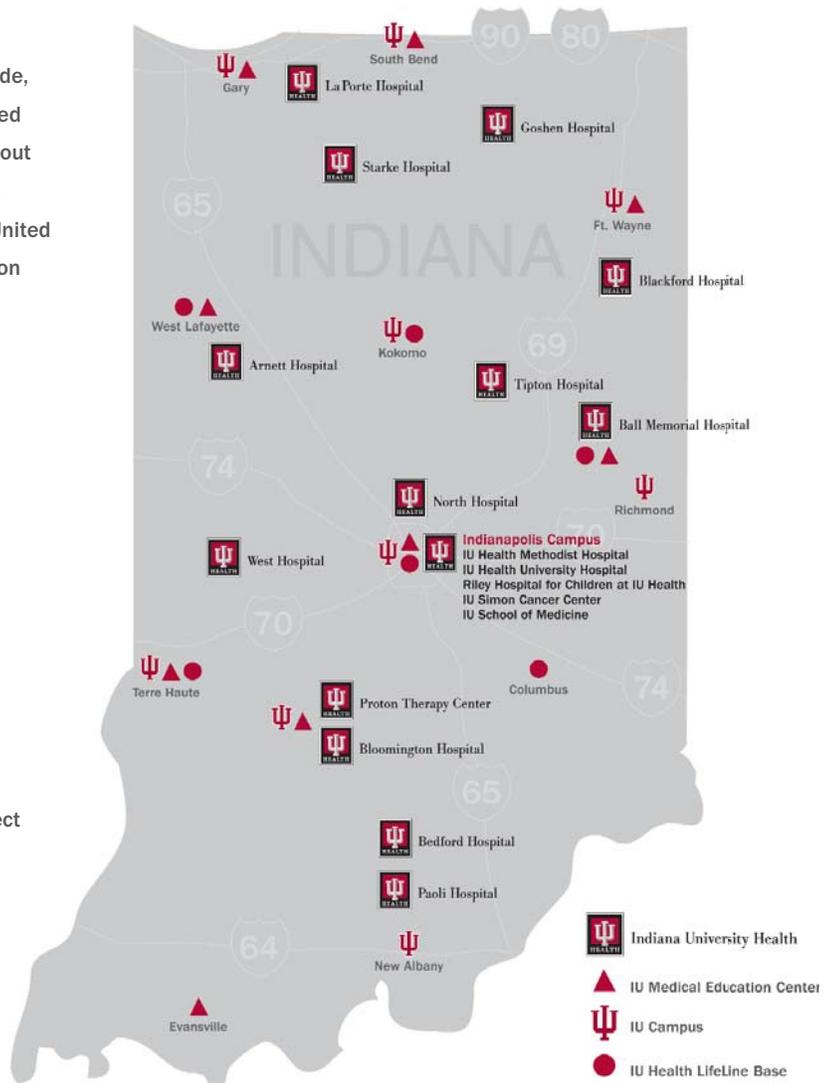
- Comprehensive patient care, including mind, body and spirit
- Excellence in education for healthcare providers
- Quality of care and respect for life
- Charity, equality and justice in healthcare
- Leadership in health promotion and wellness
- Excellence in research
- An internal community of mutual trust and respect

## Our Vision

IU Health strives to be a preeminent leader in clinical care, education, research and service. Our excellence is measured by objective evidence and established best practices.

Exemplary levels of respect and dignity are given to patients and their families, while professionalism and collegiality mark relationships between employees and physicians.

IU Health continues to focus on innovation and excellence through collaboration among its many partner hospitals and its affiliation with Indiana University School of Medicine.



# Indiana University Health: Community Benefit Impact

Every day, Indiana University Health carries out its mission to improve the health of patients and communities through innovation and excellence in clinical care, education, research and service.

Service is not confined to care provided within the system, but extends to neighborhoods across Indiana where IU Health strives to improve community health and wellness by addressing identified needs.

IU Health follows federal guidelines for reporting community benefit and other community investments. Community benefits include charity care, unreimbursed costs of public programs such as Medicaid and certain other services that provide treatment or promote health and healing in response to community needs.

As outlined in the chart below, IU Health provided nearly \$614 million in community investments in 2010, dedicating 11 percent of its net patient revenue toward community benefit efforts and investments in the community.

Category	Activity	2010 Community Investment
Community Benefit	Charity Care	\$121,541,408
	Unreimbursed Costs of Medicaid, HIP & CHIP	199,856,995
	Community Health Improvement Services & Community Benefit Operations	16,832,005
	Health Professions Education	65,027,031
	Subsidized Health Services	11,471,811
	Research	16,476,954
	Financial and In-Kind Contributions	9,060,359
	<b>Total Community Benefit</b>	<b>\$440,266,563</b>
Other Investments	Community-Building Activities	1,590,452
	Unreimbursed Costs of Medicare*, **	80,765,372
	Bad Debt	91,192,226
	<b>Total Other Investments</b>	<b>\$173,548,050</b>
<b>Total Community Investment</b>		<b>\$613,814,613</b>

\* Medicare reimburses for graduate medical education are netted against the unreimbursed care total.  
 \*\* Unreimbursed Care and Charity Care are on a cost basis.  
 NOTE: Any external funds received by IU Health were deducted from the cost of providing the service/program.  
 HIP (Healthy Indiana Plan) CHIP (Children's Health Insurance Plan)

## 2010 Community Outreach Priorities

### Commitment to Indiana Residents in Need

The health of individuals and communities is influenced by various social and environmental factors beyond hospital walls. After analyzing community needs assessments from various organizations—including the county health departments, Indiana State Department of Health, Centers for Disease Control and Prevention and United Way of Central Indiana—Indiana University Health identified and committed to the following community health outreach priorities:

- Obesity prevention
- Access to affordable healthcare
- Injury prevention



# Obesity Prevention

Among the leading concerns facing Hoosiers is the alarming increase in obesity. According to an annual report from the Trust for America's Health and the Robert Wood Johnson Foundation, Indiana is ranked the 16th most obese state in the United States. Nearly 30 percent of Hoosier children and 65 percent of adults are overweight or obese. This means that one in four Indiana residents, or roughly 1.7 million, are at risk for developing chronic diseases like heart disease and type 2 diabetes—conditions that can be prevented.

To help combat this epidemic, IU Health created more opportunities for physical activity and brought nutritious foods to high-poverty, low-access communities.

## 2010 Highlights

- IU Health performed more than 5,000 diabetes risk assessments to identify Hoosiers at risk for developing type 2 diabetes. More than 2,000 individuals were referred for follow-up care at local IU Health Diabetes Centers.
- IU Health provided evidence-based youth- and family-focused initiatives to improve healthy lifestyles.
  - Riley Hospital for Children at IU Health launched Riley Health Club, an after-school program focused on physical activity and nutrition, at three Indianapolis Public Schools. Each student who was overweight that participated decreased his or her body mass index over the 12-week period.
  - IU Health Arnett Hospital encouraged parents and their teens to exercise and make healthier food choices through the Power Over Pounds program.
- IU Health engaged residents in community-wide health initiatives across the state.
  - In Muncie, Ind., IU Health Ball Memorial Hospital partnered with Walk Indiana to encourage active lifestyles through monthly walks, community health screenings and a non-competitive marathon event.
  - In Carmel and Bloomington, Ind., IU Health provided healthy cooking seminars, fitness classes, medical screenings and tools to help residents measure progress toward health goals.
- IU Health employees worked to improve access to healthy food and safe places for physical activity during its 2010 Day of Community Service. More than 1,000 employees across Indiana built three community gardens, enhanced 13 community parks and built a 2,500-square-foot KaBOOM! playground.

## How to: Stay Healthy at the State Fair

Fairs and carnivals are famous for enormous portions and their ability to fry just about any food. In August 2010, IU Health offered educational resources and nutritious alternatives to help more than 900,000 Indiana State Fair visitors stay healthy.

- The Farmers' Market Café sold entrees made with fresh Indiana produce.
- The Eat This, Walk That booth in the IU Health Zone educated visitors on how many minutes of activity it would take to burn off the calories in their favorite fair foods—two hours for a fried Twinkie, for instance, and more than five hours for a jumbo turkey leg!
- IU Health volunteers offered youth BMI screenings and resources to help families fight obesity together.
- Indiana's First Lady Cheri Daniels led the 2-mile Heartland Walk for Health supported by IU Health Cardiovascular.

# Access to Affordable Healthcare

In recent years, the percentage of uninsured individuals under 65 in Indiana has increased from 10 to 13 percent. On any given day, more than 550,000 Hoosiers are without health insurance.

In accordance with its mission, IU Health delivers patient care to those who need it most, regardless of their ability to pay. In 2010, IU Health provided free or reduced-cost healthcare to more than 59,000 patients in need and absorbed \$200 million from nearly 50,000 Medicaid patient visits.

## 2010 Highlights

- While performing diabetes risk assessments in communities, IU Health referred uninsured residents to the Healthy Indiana Plan (HIP), which provides low-cost health insurance for low-income adults. Staff at the IU Health HIP Enrollment Center educated individuals on the advantages of health insurance, helped them complete HIP enrollment applications and worked with state officials on application approval.
- IU Health La Porte Hospital provided discounted heart and vascular screenings using the Heart Cart Mobile Screening equipment. A cardiovascular nurse met with participants individually to discuss results and to coordinate appropriate follow-up.
- In Indianapolis, Bloomington and Paoli, IU Health supported several free and low-cost clinics. Patients received primary care services, including pediatric care, Pap smears, immunizations, behavioral health and dental care.



## Enhancing Lives with Enhanced Care

Patients like Vicki, with complex and chronic health conditions, often have a difficult time managing their healthcare and prescriptions. Vicki, for instance, suffers from several chronic conditions, including Porphyria cutanea tarda, hepatitis C, cirrhosis and chronic pain; she also is on the wait list for a liver transplant.

Last year, Vicki was trying to manage all of these conditions without a primary care physician. Even though she had insurance, most providers would not accept her as a patient. When her prescriptions started to run out, Vicki turned to the Enhanced Care Program at IU Health.

The Enhanced Care Program helps patients manage their conditions by coordinating services such as medication management, transportation, financial planning, healthcare solutions and insurance assistance. With the help of Enhanced Care coordinators, Vicki now has the means to make it to her monthly blood draws and physician appointments and to move into a new home. She is feeling better than ever.

# Injury Prevention

Accidents and unintentional injuries are the leading cause of death for individuals age 1-44. To help keep communities safe, IU Health provides education and programming to residents across Indiana on proper child passenger safety, bicycle and pedestrian safety and falls prevention.

## 2010 Highlights

- At IU Health Arnett Hospital in Lafayette and at Riley Safety Stores in Indianapolis and Tipton, child passenger safety technicians inspected infant and child car seats at no charge. During the 45-minute checkups, technicians ensured that seats were correctly installed and appropriate for the child's age, size and weight. Throughout the year, special events provided free car seats to families in need.
- Bicycle safety and helmet fittings were offered statewide to prevent child injuries.
  - In Tipton and Indianapolis, several hundred 5-12 year-olds navigated bicycle courses to learn safety skills for cyclists and pedestrians. Volunteers also taught children about proper bike maintenance and protective gear.
  - IU Health Bloomington Hospital donated a free bicycle helmet to every third- and fourth-grader in six local elementary schools and educated them on proper fit and usage.
- IU Health La Porte Hospital provided low-cost emergency call devices to seniors at risk for falling. Monitored by emergency room staff, these safety devices ensure seniors are not alone if a hazardous fall occurs in the home.

## Protecting Precious Cargo

Sara Cooper knew it was time to upgrade from an infant car seat to a toddler seat when her daughter, Kenadie, turned 8 months old. After installing the new car seat, Sara could tell it wasn't sitting correctly, so she visited the IU Health Arnett Hospital Car Seat Safety Program. The technician installed swimming noodles under the car seat to create the correct angle and gave Sara further instructions on how to properly restrain Kenadie as she grew older.

Just a year and a half later, Sara was driving home with Kenadie when a pickup ran through a red light and hit her car.

"Immediately, I left my seat and ran around to check on Kenadie," said Sara. "She wasn't even crying, and because she was safely secured, had no injuries. She didn't start to cry until the tow truck took her seat away."

After the accident, Sara was unable to purchase a new car seat until her next paycheck. She visited IU Health Arnett once more, where she received a new seat for Kenadie.

"Getting your car seat fitted is so simple," said Sara. "Accidents are unexpected and happen all the time. I'm so thankful I made sure Kenadie's seat was installed correctly."



# Charity Care and Unreimbursed Costs

## Open Arms to Those in Need

Indiana University Health treats all patients, regardless of their ability to pay. The financial assistance program ensures that uninsured, low-income and medically indigent patients have access to quality healthcare. In 2010, IU Health provided nearly \$122 million in free or reduced-cost healthcare to more than 59,000 patients in need.

### Quality Care and Coverage

Financial assistance, sometimes referred to as charity care, is defined as providing medical care for free or at a reduced cost to low-income individuals. IU Health has an extensive financial assistance program—determining eligibility by using federal poverty guidelines—to ensure care is within a patient’s reach.

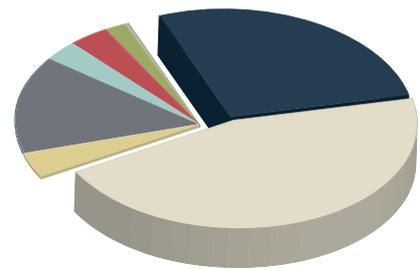
Although there are some variations between hospitals, generally, the IU Health financial assistance program provides support in the following ways:

- Free care for those earning up to 200 percent of federal poverty guidelines.
- Discounted care on a sliding scale for families earning 200 to 400 percent of federal poverty guidelines, which is approximately \$44,100 to \$88,200 for a family of four.
- Free care to patients whose health insurance—if he or she has any—does not cover all medical expenses and whose medical expenses would make them indigent if forced to cover all costs.

Information about IU Health’s financial assistance is given to patients at registration and is included on billing statements. The financial assistance application also is available online.

### Unreimbursed Costs

In addition to providing free or reduced-cost services, IU Health absorbs unreimbursed costs from government-sponsored healthcare programs based on income level, such as Medicaid, the Children’s Health Insurance Program (CHIP), local and state government programs for persons not eligible for Medicaid, and other programs. Often, there are discrepancies in reimbursements because these programs do not cover costs associated with delivering services.



Community Benefit Investment  
\$321,398,403

PERSONS SERVED (CHARITY CARE)

59,056

PERSONS SERVED (HIP AND CHIP)

49,789

In 2010, IU Health absorbed \$200 million from nearly 50,000 Medicaid patient visits. And although Medicare reimbursement discrepancies do not meet the federal definition of community benefit because Medicare is not based on an applicant's ability to pay, IU Health also absorbed nearly \$80 million from Medicare patient visits.

### Healthy Indiana Plan (HIP) Enrollment Center

In 2008, IU Health established the IU Health HIP Enrollment Center to identify individuals who might qualify for HIP, which provides low-cost health insurance for low-income adults. In 2010, the HIP Enrollment Center added 12 referral sources, including IU Health hospitals, IU Health-affiliated physician offices and clinics, HealthNet Health Centers and other low-cost health centers, to identify and assist more than 1,300 patients with the application process. This resulted in coverage for more than 500 individuals.



## Increased Access to Specialty Care

Five years ago, the Indianapolis Medical Society established Project Health to provide free care to Marion County residents who lack healthcare but don't qualify for public health programs. IU Health has contributed more than \$2 million to Project Health by providing the time and expertise of physicians.

Jim McConkey was referred to Project Health when his family doctor noticed he was having trouble with manual dexterity and falling down. Although Jim thought it was just part of the aging process, an MRI revealed a large mass. His doctor called Project Health and the next morning, a neurosurgeon at IU Health Methodist Hospital performed the 10-hour removal operation at no charge.

"From the time I got to Project Health to the time I was discharged from the hospital, I was treated like a king!" said Jim. "What a wonderful partnership you all have to help people like me—self-employed with no insurance and a potentially fatal condition. I just can't thank you enough."



# Community Health Improvement Services

## Delivering Neighborhood Solutions

Indiana University Health is committed to improving the health and safety of communities across Indiana. IU Health has more than \$16 million invested in community health initiatives, ensuring that services and resources are available far beyond hospital walls. In 2010, IU Health reached more than 210,000 people statewide through presentations, health risk screenings, and health education programs in schools and communities.

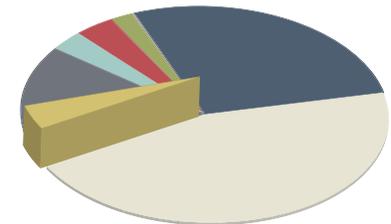
### Identifying Risks and Providing Services

In 2010, IU Health screened thousands of individuals for diabetes risk, performing A1C tests to measure average blood glucose control. Through these screenings, more than 2,000 Indiana residents were identified as high risk for developing diabetes. Individuals at high risk received further consultation and education resources to help improve outcomes.

In addition, IU Health performed discounted heart and vascular screenings in La Porte, Ind., and its surrounding communities. A registered nurse met with each participant to discuss results and refer individuals for appropriate follow-up.

### Changing Lives through Education

IU Health invests time and money in school systems to help students improve their lifestyles through nutrition, portion control and physical activity. For example in 2010, the Riley Health Club, a 12-week, after-school health education program at three Indianapolis Public Schools, helped decrease the BMI of each overweight student participating in the program. In addition, IU Health educators visited classrooms throughout the state to teach healthy habits, such as engaging in 60 minutes of active play each day.



Community Benefit  
Investment  
\$16,832,005

PERSONS SCREENED

5,089

RECEIVED A1C

70%

REFERRED TO DIABETES CENTERS

2,168

REFERRED FOR FOLLOW-UP

61%

## Increasing Activity, Improving Health

In the past, students at Northwest High School spent less than seven minutes engaged in physical activity during physical education classes. Three years ago, the Indiana Department of Education's Carol M. White Physical Education Program, in partnership with IU Health, dedicated the PE Without Boundaries (PEP) grant to improving the experience of these students.

"I don't know what we would be using for exercise equipment if it weren't for the PEP grant and IU Health," said Chris Toner, a teacher at Northwest High School. "Our new fitness room is an asset for both students and staff, and we are planning to open it to the community."

Now, with a strong physical education program, Northwest High School students devote 20 to 27 minutes to physical activity in PE classes. As a whole, students have lowered their BMI percentile from 76.5 to 71.7—a 4.8 percent decrease.



# Health Professions Education

## Educating Those Who Serve

To ensure Indiana residents have access to the latest treatments and high-quality, patient-centered care, Indiana University Health is committed to training the next generation of healthcare providers and developing the skills and knowledge of current providers.

### Training

As an academic health center, IU Health and Indiana University School of Medicine collaborate to train medical students in a practical environment, integrating innovative research and quality patient care. In 2010, more than 1,000 residents and fellows trained at IU Health.

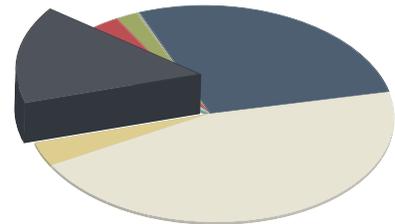
“Educating our students and training our residents in IU Health hospitals fosters a generation of physicians dedicated to patient-focused care with an emphasis on quality and accountability,” said D. Craig Brater, MD, dean of IU School of Medicine and vice president for University Clinical Affairs, Indiana University.

In addition, IU Health orients and trains nursing and patient care personnel, providing clinical or practical experience to radiographers, surgical technologists, clinical pastoral chaplains, EMS personnel, radiation therapists, unit secretaries and nursing professionals.

### Continuing Education

IU Health encourages lifelong learning for physicians and staff inside and outside the health system by providing continuing medical education (CME) courses monthly, visiting professorships and access to health information and resources. IU Health has numerous partnerships and affiliations with organizations throughout the state and country.

- IU Health is an approved provider of continuing education courses as designated by the Indiana State Nurses Association, accredited by the Commission on Accreditation of the American Nurses Credentialing Center.
- IU Health offers pharmacy residency positions to students enrolled at Butler University and Purdue University, as well as specialty training positions.



## Community Benefit

Investment  
\$65,027,031

PERSONS SERVED

17,131

## Robotic Therapy for Children

Suspended in a harness over a treadmill, Anna, a 5-year-old girl, pushes the robotic legs of the Lokomat Gait System, learning to improve control of her hips, knees and ankles. Housed in the new Riley Robotic Rehabilitation Center at IU Health, such equipment offers hope for children with cerebral palsy and other movement disorders whose impaired motor skills are difficult to treat with conventional occupational and physical therapy.

“This is about providing the latest technology and the most innovative treatments to Hoosier children,” said Deborah Hamby, MD, co-director of the Riley Robotic Rehabilitation Center at IU Health and a developmental pediatrician at Riley at IU Health. “I think the breadth of our program really shows our dedication and commitment to improving their quality of life.”

The first of its kind in the state, the Riley Robotic Rehabilitation Center is a collaborative effort between Riley at IU Health, Indiana University Department of Physical Therapy and IU Health Rehabilitation Services, providing an opportunity for students to enhance their skills as health professionals and better serve patients.



# Subsidized Health Services

## Care to Reduce the Burden

As a nonprofit organization, Indiana University Health is committed to providing access to essential healthcare services, especially for vulnerable and underserved populations. IU Health offers several programs to promote the mental and emotional wellbeing of communities.

### Behavioral Health

The IU Health Behavioral Care Center offers a variety of services—from assessment and diagnosis to treatment and long-term management—for chemical dependency and occupational therapy services. Treatment programs, available to children, adolescents and adults, are customized to each patient's individual needs.

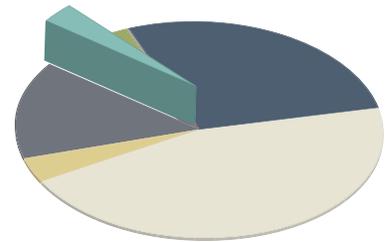
### Spiritual Health

The Buchanan Counseling Center at IU Health Methodist Hospital provides pastoral counselors, marriage and family therapists and psychologists who focus on mental and emotional health. All staff members have strong faith orientations, have earned a master's or doctoral degree in counseling and are licensed by the state of Indiana. Services are available to patients, families and employees to promote both physical and spiritual wellness.

### Abuse

The Pediatric Center of Hope—a partnership between Riley Hospital for Children at IU Health and Wishard Health Services—provides medical evaluation and counseling for children who may have been sexually abused. Children throughout the state are referred by Child Protective Services, law enforcement and healthcare providers.

There is often a 4-to-8-week period after the initial referral and evaluation before formal, ongoing counseling is available. Crisis Counseling Services, an extension of the Pediatric Center of Hope, helps bridge this gap by offering counseling, consultation and follow-up for children and families during this interim time.



Community Benefit  
Investment  
\$11,471,811

PERSONS SERVED  
25,352

### **Newborn Assistance**

New parents who deliver at IU Health Methodist Hospital and IU Health University Hospital receive a free follow-up home visit through the Home Connections program. In 2010, registered nurses visited hundreds of mothers and newborns to answer questions and discuss home safety, pain management and medications, feeding, breast care and emotional issues.

### **Additional Services**

Throughout the state of Indiana, IU Health provides a number of additional outpatient and emergency services, including diabetes care, heart failure and pacemaker clinics, cardiac rehabilitation and ambulance services.



# Research

## Innovation in Medicine and Patient Care

Indiana University Health is committed to excellence in research, conducting research across the state to improve patient care and outcomes. Because IU Health is an academic health system, our researchers have access to the latest technologies and facilities, creating opportunities for innovative breakthroughs and discoveries.

### Indiana University School of Medicine

In partnership with Indiana University School of Medicine, IU Health physicians and IU faculty members conduct a broad range of basic, translational and clinical research to improve diagnosis, treatment and care for patients. IU School of Medicine holds more than \$265 million in research grants and hosts federally designated centers for cancer, kidney disease, Alzheimer's disease, alcohol research, arthritis and sexually transmitted diseases.

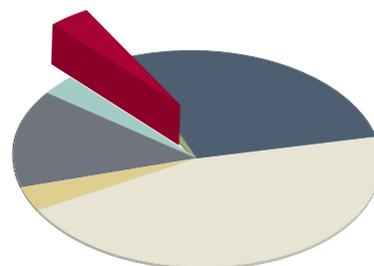
### Methodist Research Institute

The IU Health Methodist Research Institute (MRI) is a nonprofit organization that conducts research to improve clinical outcomes, health policy, quality of life and cost-effective delivery of care for patients. Notable research includes work in solid organ transplant and testing and evaluating minimally invasive surgical techniques. MRI houses seven labs specializing in cancer, cellular biochemistry, cryobiology, experimental pathology, medical research, neuroscience and outcomes.

### Statewide

IU Health is a partner in the Indiana Clinical and Translational Science Institute, a statewide collaboration of universities, including Indiana University, Purdue University and University of Notre Dame, as well as public and private organizations. The Institute works to make scientific discoveries in the lab available to Indiana residents through clinical trials and new patient treatments to improve the health of communities.

Several IU Health facilities across the state also conduct extensive research. One such example is the IU Health Goshen Center for Cancer Care. Through clinical trials, specialists are working to develop new methods of screening, prevention, diagnosis and treatment of cancer.



Community Benefit  
Investment  
\$16,476,954

RESEARCH STUDIES  
1,350

## IU Health Physician among World's Most Influential

Dr. Doug Schwartzentruber, former medical director of the Goshen Center for Cancer Care at IU Health Goshen Hospital, was named to the 2010 *TIME* 100 list of the World's Most Influential People for his breakthrough research.

His research included a multi-institute, national trial that was one of the first to demonstrate that therapeutic vaccines may be beneficial in fighting one of the deadliest and most virulent forms of cancer, metastatic melanoma. The study found this new cancer vaccine, given in combination with an existing melanoma treatment called Interleukin-2, doubled the response rate for tumor shrinkage and delayed the progression of cancer in patients with metastatic melanoma.

Schwartzentruber now serves as director of Cancer Services at IU Health and associate director for Clinical Affairs at IU Simon Cancer Center. He hopes to translate the success at IU Health Goshen Hospital across the state.

"Across the world, people are working around the clock to make advances in cancer research," Schwartzentruber said. "I truly feel there is a calling to make the same difference we made in Goshen statewide."



# Financial and In-Kind Contributions

## Expanding Impact through Community Partnerships

To increase reach and impact, Indiana University Health partners with like-minded, local organizations that aim to improve the health of local communities. In 2010, IU Health focused on agencies that offer low-cost medical services, raise funds for research and provide health education. In total, IU Health contributed \$21 million to more than 100 community organizations that served more than 13,000 people. Several of these organizations and partnerships are highlighted below.

### CICOA Aging & In-Home Solutions

CICOA strives to keep seniors active and in their homes where they experience a higher quality of life and benefit their neighborhoods and communities. In 2010, with help from IU Health, CICOA Aging & In-Home Solutions provided in-home care management to more than 3,000 people, delivered more than 555,000 nutritious meals and offered respite care and supplemental services to more than 100 caregivers.

### HealthNet

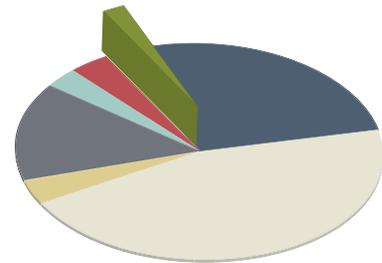
IU Health supports HealthNet to increase access to medical services for those who are uninsured or underinsured. In the Indianapolis area, HealthNet has five community-based health centers, a center for women's services, a center for pediatric and adolescent care and eight school-based clinics. In 2010, HealthNet served more than 50,000 individuals.

### Indianapolis Public Schools

At more than 50 schools within the Indianapolis Public Schools (IPS) district, at least 75 percent of students are living in poverty. At many of these schools, the percentage of students living in poverty is more than 90 percent. Many of these children also live in unsafe environments and do not have access to healthy foods. In 2010, IU Health partnered with IPS to deliver educational programs focusing on fitness and nutrition, violence prevention and family health. One initiative, the Riley Health Club, an after-school program that focuses on physical activity and nutrition, provided a safe and healthy option for children at three Indianapolis Public Schools.

### Sheltering Wings

Sheltering Wings is Hendricks County's only residential domestic violence shelter for women and children. In 2010, IU Health West Hospital helped finance an expansion to relieve overcrowding and supported a new outreach education coordinator focused on domestic violence prevention. Professionals at IU Health also provided free or reduced-cost care to women at the shelter.



Community Benefit  
Investment  
\$9,060,359

PERSONS SERVED  
**134,171**

UNITED WAY COMMITMENTS  
**\$612,596**

### Volunteers in Medicine (VIM)

VIM, an association of volunteer medical, dental and mental health professionals, serves uninsured and underinsured Indianapolis-area residents. IU Health provides free medical malpractice insurance and program management to qualifying volunteer health professionals. In 2010, VIM supported free or sliding-scale clinics for those who otherwise could not afford treatment.



### Ruth Lilly Health Education Center

The Ruth Lilly Health Education Center delivers high-tech, hands-on health education, offering 35 different programs for Indiana residents age 3 to adult. Because the first step to a healthy community is education, IU Health supports the center's programming, which focuses on responsible decision-making.



## Safe at Home Day Benefits Local Seniors

Leo and Marie Kenley still live in the home they bought in 1958 on the Near-Westside of Indianapolis. But as these retirees grow older, they face new mobility challenges.

In August 2010, CICOA Aging & In-Home Solutions held a Safe at Home event to help older homeowners like Leo and Marie remain in their neighborhoods. Staff, along with more than 100 volunteers, provided home modifications and repairs to increase accessibility and safety. They also trimmed bushes and removed weeds.

At the Kenleys' house, staff and volunteers installed grab bars in the bathroom, banisters for the basement steps and a handrail for the front steps.

"I'm very pleased," said Marie. "I use the grab bars to get in and out of the tub, and it really helps me steady myself."



# Community Building

## Enriching Neighborhoods through Community Building

Indiana University Health invests and participates in economic development efforts across the state to address key issues affecting the health of vulnerable populations. In 2010, IU Health spent more than \$1 million on community-building activities, serving more than 50,000 individuals in need.

### Coalition Building

IU Health collaborates with organizations throughout Indiana to help advance health-related change. In 2010, IU Health participated in Smoke Free Indy to protect Hoosiers by eliminating secondhand smoke from local workplaces. IU Health also supported several groups committed to preventing domestic violence, advancing injury prevention activities and fighting obesity.

### Habitat for Humanity

Habitat for Humanity of Greater Indianapolis fights poverty by providing housing to low-income families, most of which include children, and live in unsafe, overcrowded or substandard conditions. IU Health supports these efforts financially and by providing hundreds of volunteers to help build homes.

### Strength That Cares

IU Health maintains an employee volunteer network, Strength That Cares, to promote social responsibility and to further serve Indiana communities. The program creates volunteer opportunities, such as the IU Health Day of Community Service, and allows employees to register for other community-based volunteer opportunities. In 2010, nearly 5,000 IU Health employees participated in the program, logging more than 8,000 volunteer hours serving communities across Indiana.

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Community Benefit  
Investment  
\$1,590,452

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PERSONS SERVED  
**50,106**

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EMPLOYEE VOLUNTEERS  
**5,002**

## Day of Community Service

Over a 24-hour period in June 2010, more than 1,000 employees participated in IU Health's first statewide Day of Community Service. Volunteer opportunities focused on increasing access to safe areas for physical activity and increasing access to nutritious foods.

Specifically, more than 1,000 IU Health employees across Indiana built three community gardens, enhanced 13 community parks and built a 2,500-square-foot KaBOOM! playground.

"Through our Day of Community Service, IU Health employees had diverse opportunities to help nonprofit organizations and community partners while leaving behind lasting improvements that reflect IU Health's commitment to the communities in which we live and work," said Daniel F. Evans, Jr., president and CEO of IU Health.



Employees and leaders from IU Health Starke Hospital planted vegetables, fruit and flowers in 10 gardens throughout Starke County.

IU Health La Porte Hospital  
La Porte, IN

IU Health Goshen Hospital  
Goshen, IN

IU Health Starke Hospital  
Knox, IN



Debra Uhl, COO of IU Health University Hospital, and Jeff Radabaugh, VP of Ambulatory Services at IU Health, joined IU Health North Hospital employees at Cool Creek Park in Carmel. Forty executive-level leaders participated in the Day of Community Service.

IU Health Arnett Hospital  
Lafayette, IN

IU Health Blackford Hospital  
Hartford City, IN

IU Health Tipton Hospital  
Tipton, IN

IU Health Ball Memorial Hospital  
Muncie, IN

IU Health North Hospital  
Carmel, IN

IU Health West Hospital  
Avon, IN



IU Health partnered with Bob Sanders Chasing Dreams Foundation to build a new playground that hundreds of children in Indianapolis now enjoy.

IU Health Bloomington Hospital  
Bloomington, IN

IU Health Bedford Hospital  
Bedford, IN

IU Health Paoli Hospital  
Paoli, IN



In 2010, more than 1,000 employees volunteered from Friday, June 4 to Saturday, June 5. The first local Day of Community Service in 2009 had 225 participants.



## Indiana University Health

Indiana University Health is Indiana's most comprehensive health system, home to an academic health center, a nationally recognized children's hospital and two of the three Level One Trauma Centers in the state.

Nineteen adult and pediatric specialties ranked among the top 50 national programs in *U.S. News & World Report's* 2010-11 edition of America's Best Hospitals, and IU Health Transplant is the fourth-largest transplant program by volume in the country. In addition, six hospitals in the health system are designated as Magnet® hospitals by the American Nurses Credentialing Center, recognizing excellence in nursing care.

"At IU Health, the patient really is at the center of all we do. Our patients, who come to us from across the globe, can be assured they are receiving high-quality, leading-edge care," said Daniel F. Evans, Jr., president and CEO of IU Health.

IU Health Methodist Hospital, IU Health University Hospital, Riley Hospital for Children at IU Health

Activity	2010 Community Investment
Charity Care	\$71,167,184
Unreimbursed Costs of Medicaid, HIP & CHIP	115,526,961
Community Health Improvement Services & Community Benefit Operations	12,670,877
Health Professions Education	56,521,036
Subsidized Health Services	3,903,618
Research	15,887,873
Financial and In-Kind Contributions	7,479,482
<b>Total Community Benefit</b>	<b>\$283,157,031</b>
Community-Building Activities	1,092,030
Unreimbursed Costs of Medicare	17,417,725
Bad Debt	43,733,868
<b>Total Other Investments</b>	<b>\$62,243,623</b>
<b>Total Community Investment</b>	<b>\$345,400,654</b>

TOTAL ADMISSIONS

135,701

TOTAL OUTPATIENT VISITS

2,094,533

TOTAL PHYSICIANS

3,707

TOTAL FULL-TIME EMPLOYEES

22,992

## Awards and Attributes

- **Champion of Diversity**  
*- Indiana Minority Business Magazine*
- **Practices in Leadership and Delivering Quality Care and Engaging Diverse Communities Award**  
*- Institute for Diversity in Healthcare*
- **Top 100 Hospitals: Health System Award**  
*- Thomson Reuters*
- **Green Business Initiative Designation**  
*- Greater Indianapolis Chamber of Commerce*

# Academic Health Center

## Indiana University Health Methodist Hospital

Since 1908, Indiana University Health Methodist Hospital in Indianapolis has led the state in innovative medical procedures and patient care. The hospital had the first motorized ambulance in Indianapolis, and was the first in the state to perform a kidney transplant, as well as the first to perform minimally invasive surgery using the da Vinci® robot. In 2010, IU Health Methodist Hospital was recognized for its quality and safety by University HealthSystem Consortium for the fourth consecutive year.

IU Health Methodist Hospital hosts numerous award-winning clinical programs, including cardiovascular and neuroscience, as well as a Level One Trauma Center. The hospital also is home to Charles Warren Fairbanks Center for Medical Ethics, one of the few clinically based medical ethics centers in the country.

### 2010 Community Benefit Highlights

- Professionals at IU Health Diabetes and Endocrinology are experts in providing care to patients with diabetes and other serious disorders, including thyroid disease, osteoporosis and pituitary tumors. In 2010, more than 8,000 patients received educational resources and guidance to help them manage these chronic diseases.
- IU Health supports a 24-hour nurse line to answer health questions and discuss concerns. In 2010, specially trained registered nurses assessed more than 7,000 patients and provided information to help patients get further care.



### Awards and Attributes

- Magnet® designation  
- American Nurses Credentialing Center
- Blue Centers of Distinction:
  - Cardiac Care
  - Spine Surgery
  - Knee and Hip Replacement- Anthem Blue Cross & Blue Shield
- 2010 UHC Quality Leadership Award  
- University HealthSystem Consortium
- America's Best Hospitals, 2010-11  
- U.S. News & World Report



## Indiana University Health University Hospital

As a major teaching hospital, more than half of the state's physicians are trained at Indiana University Health University Hospital in Indianapolis. In affiliation with Indiana University School of Medicine (IUSM), patients have access to the most advanced treatments and therapies, many of which start in IUSM laboratories and are then made available to patients through clinical research programs.

IU Health University Hospital is home to the state's largest and most comprehensive transplant program as well as IU Simon Cancer Center, a collaboration of IU Health and IUSM. IU Simon Cancer Center is Indiana's only National Cancer Institute (NCI)-designated cancer center that provides patient care.

### 2010 Community Benefit Highlights

- The Susan G. Komen for the Cure® Tissue Bank at IU Simon Cancer Center is the only bank of normal breast tissue, blood and DNA in the nation. Researchers at IUSM and across the nation are using these samples to advance the understanding of breast cancer and to develop new, more effective treatments for the disease. The Komen Tissue Bank holds five collection events each year, which rely heavily on volunteers to donate and to help facilitate the event.
- IU Health University Hospital collaborates with IUSM to develop and teach the next generation of physicians by combining the latest technology with patient-focused care.



### Awards and Attributes

- Magnet® designation  
- American Nurses Credentialing Center
- Blue Centers of Distinction:
  - Transplant
  - Treatment for Complex and Rare Cancers- Anthem Blue Cross & Blue Shield
- Radiation Oncology Accreditation  
- American College of Radiology

## Riley Hospital for Children at Indiana University Health

As Indiana's first comprehensive pediatric hospital, Riley Hospital for Children at Indiana University Health in Indianapolis treats children from across the nation—from acute routine care to the most medically complex cases. Eight specialty programs at Riley at IU Health were ranked among the nation's top 30 pediatric programs by *U.S. News & World Report* in 2010.

Riley at IU Health is dedicated to patient- and family-centered care, providing a number of unique services, such as the Riley School Program, which provides education for admitted patients and their siblings. The Riley School Program ensures hospitalized children do not fall behind in their school work and also eases their transition back into the classroom.

### 2010 Community Benefit Highlights

- The Riley Safety Store at IU Health offers low-cost child safety products and injury prevention education for children and families.
- The Riley Safety Store at IU Health trained Indiana Department of Child Services case workers on burn prevention, providing them with safety devices such as bath buddy thermometers, stove knob covers and oven front locks to give to families.



ADMISSIONS

9,632

OUTPATIENT VISITS

245,580

NUMBER OF EMPLOYEES

1,791

NUMBER OF BEDS

284

## Awards and Attributes

- Magnet® designation  
- American Nurses Credentialing Center
- America's Best Children's Hospitals, 2010-11  
- *U.S. News & World Report*
- Blue Centers of Distinction:
  - Transplant  
- Anthem Blue Cross & Blue Shield
- Award for Outstanding Nursing Quality  
- American Nurses Association, National Database of Nursing Quality Indicators
- Award for Public Service  
- National Highway Safety Administration



## Indiana University Health North Hospital

A full-service, 189-bed hospital in Carmel, Ind., Indiana University Health North Hospital offers all private rooms to optimize comfort and privacy for patients and families. The hospital has dedicated pavilions for women, children, specialty and emergency care for added convenience.

In addition, Riley Hospital for Children at IU Health North Hospital offers pediatric care and provides a direct link to nationally recognized clinical programs at Riley at IU Health. Physicians at IU Health North Hospital also specialize in sleep disorders, bariatric care and maternity services.

### 2010 Community Benefit Highlights

- IU Health North Hospital sponsored the Carmel Farmers' Market to encourage local residents to eat fresh, locally grown foods whenever possible. At the market, a dietitian served simple, family-friendly recipes.
- IU Health North Hospital supported the Healthy Families of Hamilton County Making Strides 5K Run/Walk to help fight obesity and diabetes among children and adults.
- IU Health North Hospital's Make it Fit Now is a free, self-directed healthy lifestyle program for Carmel and Westfield residents. The program offers public screenings, educational events and a website with helpful resources.



### Awards and Attributes

- Blue Centers of Distinction:
  - Bariatric Surgery
  - Spine Surgery
  - Knee and Hip Replacement
 - Anthem Blue Cross & Blue Shield
- Excellence in Patient Care
  - Studer Group®
- Path to Excellence Award
  - NRC Picker
- Nuclear Medicine Accreditation
  - American College of Radiology
- Total Joint Replacement Specialty Center designation
  - UnitedHealthcare Premium

Activity	2010 Community Investment
Charity Care	\$1,774,837
Unreimbursed Costs of Medicaid, HIP & CHIP	6,235,799
Community Health Improvement Services & Community Benefit Operations	214,915
Health Professions Education	105,429
Financial and In-Kind Contributions	39,253
<b>Total Community Benefit</b>	<b>\$8,370,233</b>
Community-Building Activities	9,309
Unreimbursed Costs of Medicare	11,478,746
Bad Debt	1,697,210
<b>Total Other Investments</b>	<b>\$13,185,265</b>
<b>Total Community Investment</b>	<b>\$21,555,498</b>

Community Benefit investments are reported at IU Health's respective ownership of IU Health North Hospital.

# Indiana University Health West Hospital

Indiana University Health West Hospital is a full-service, 129-bed community hospital in Avon, Ind. The hospital boasts multiple corridors and elevators, separating patients and the public to ensure complete privacy. IU Health West Hospital provides a number of clinical programs including maternity, orthopedics and cancer.



## 2010 Community Benefit Highlights

- IU Health West Hospital helped support scholarships for families enrolling children in the YMCA's before- and after-school and summer camp programs in Avon, Brownsburg and Plainfield—supporting safe places for kids to be active.
- IU Health West Hospital assisted Sheltering Wings, Hendricks County's only residential domestic violence shelter.
  - IU Health West Hospital's support allowed for a full-time community outreach and violence prevention educator, who visited schools and community organizations to speak on healthy relationships and the warning signs of an abusive relationship.



Activity	2010 Community Investment
Charity Care	\$5,105,684
Unreimbursed Costs of Medicaid, HIP & CHIP	4,104,163
Community Health Improvement Services & Community Benefit Operations	14,483
Financial and In-Kind Contributions	142,013
<b>Total Community Benefit</b>	<b>\$9,366,343</b>
Community-Building Activities	18,617
Unreimbursed Costs of Medicare	7,709,875
Bad Debt	2,629,022
<b>Total Other Investments</b>	<b>\$10,357,514</b>
<b>Total Community Investment</b>	<b>\$19,723,857</b>

Community Benefit investments are reported at IU Health's respective ownership of IU Health West Hospital.

## Awards and Attributes

- Blue Centers of Distinction:
  - Knee and Hip Replacement  
- Anthem Blue Cross & Blue Shield
- Distinguished Hospital – Maternity Services  
- J.D. Power and Associates
- Psychologically Healthy Workplace Award  
- American Psychological Association



## Indiana University Health Arnett Hospital

Indiana University Health Arnett Hospital is a full-service, 152-bed hospital with an adjacent outpatient surgery center and is located in Lafayette, Ind. IU Health Arnett Physicians has more than 250 highly skilled doctors and healthcare providers offering comprehensive medical services in more than 40 specialties. The hospital also provides numerous clinical trials, bringing the latest treatments and procedures to local families.

### 2010 Community Benefit Highlights

- IU Health Arnett Hospital hosted several programs focused on community health education.
  - In the fall, the hospital offered a “Safe at School” presentation to teach families how to ensure their child’s health.
  - IU Health Arnett Hospital held an “Ask the Experts” workshop featuring representatives from child development, dentistry, nephrology, ophthalmology, endocrinology, podiatry, cardiology, pharmacy and nutrition.
  - In the winter, a nurse practitioner and registered dietitian lectured on diabetes diagnosis, treatment and diet at one of the hospital’s “Dining with a Doc” programs.
- IU Health Arnett Hospital donated to several local organizations, including Frankfort Community Health Clinic, Harrison College and Habitat for Humanity, to support health and education efforts in the Lafayette area.

ADMISSIONS  
**8,926**

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OUTPATIENT AND CLINIC VISITS  
**473,484**

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NUMBER OF EMPLOYEES  
**1,640**

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NUMBER OF BEDS  
**152**

### Awards and Attributes

- Overall Campaign Merit Award  
- *United Way of Greater Lafayette*
- Consumer Choice Award  
- *National Research Corporation*
- Best Overall Quality  
- *National Research Corporation*
- Best Doctors  
- *National Research Corporation*

Activity	2010 Community Investment
Charity Care	\$8,220,447
Unreimbursed Costs of Medicaid, HIP & CHIP	11,870,966
Community Health Improvement Services & Community Benefit Operations	38,026
Health Professions Education	47,453
Research	4,403
Financial and In-Kind Contributions	44,947
<b>Total Community Benefit</b>	<b>\$20,226,242</b>
Community-Building Activities	77,339
Unreimbursed Costs of Medicare	-4,150,681
Bad Debt	7,194,177
<b>Total Other Investments</b>	<b>\$3,120,835</b>
<b>Total Community Investment</b>	<b>\$23,347,077</b>

# Indiana University Health Tipton Hospital

Indiana University Health Tipton Hospital is a critical access hospital that provides inpatient and outpatient surgery and also has an emergency department. The hospital provides more than 50 board-certified physicians in more than 20 specialties. Local patients benefit from a low nurse-to-patient ratio and all private rooms.

IU Health Tipton Hospital participates in the Interactive Emmi® patient education program, which teaches patients how to manage chronic health conditions, prepare for procedures and make important medical decisions.

## 2010 Community Benefit Highlights

- The Riley Hospital for Children Safety Store at IU Health Tipton Hospital offers low-cost injury prevention products and safety information for families and children, including bike helmets, cabinet locks, outlet covers, life jackets and window cord wraps.
- IU Health Tipton Hospital offered an educational program on nutrition and colon cancer awareness. A cancer prevention specialist with IU Health Methodist Hospital Cancer Center educated the group on risk factors and the value of early detection.
  - The IU Health Digestive Disease Center provided free stool testing kits for colorectal cancer to qualifying participants to aid in early detection.



Activity	2010 Community Investment
Charity Care	\$1,087,889
Unreimbursed Costs of Medicaid, HIP & CHIP	2,716,087
Community Health Improvement Services & Community Benefit Operations	217,326
Health Professions Education	80,348
Financial and In-Kind Contributions	3,473
<b>Total Community Benefit</b>	<b>\$4,105,123</b>
Community-Building Activities	6,183
Unreimbursed Costs of Medicare	509,676
Bad Debt	1,295,052
<b>Total Other Investments</b>	<b>\$1,810,911</b>
<b>Total Community Investment</b>	<b>\$5,916,034</b>

## Awards & Attributes

- 2010 Business of the Year  
- Tipton County Chamber of Commerce
- Collaboration Award for work with IU Health Blackford, Bedford and Starke hospitals  
- Indiana Rural Hospital Association
- Doc Hollywood Award  
- Indiana Rural Health Association
- Education Recognition Certificate  
- American Diabetes Association
- Three-year, CT Scan Accreditation  
- American College of Radiology



## Indiana University Health Ball Memorial Hospital

Established in 1929, Indiana University Health Ball Memorial Hospital in Muncie, Ind., is a regional center of referral and the largest teaching hospital in Indiana outside Indianapolis. Today, with nearly 400 physicians, the hospital serves as a destination health facility for residents of East Central Indiana and is home to more than 45 medical specialties, including cancer, cardiovascular, orthopedic and specialized women and children's services.

### 2010 Community Benefit Highlights

- IU Health Ball Memorial Hospital directly invested in various organizations that provide healthy foods to school children and offer community-based health education.
- IU Health Ball Memorial Hospital supports the Gateway Health Clinic, which provides free care to patients who cannot otherwise afford quality healthcare. Faculty and physicians from the IU Health Ball Memorial Family Medicine Residency program donate their time and expertise to provide quality care to low-income residents of Delaware County.



### Awards and Attributes

- Blue Centers of Distinction:
  - Cardiac Care
  - Spine Surgery
  - Knee and Hip Replacement
 - Anthem Blue Cross & Blue Shield
- Top Cardiovascular Hospital without Cardiovascular Residency Program  
- Thomson Reuters
- Get with the Guidelines Gold Award - Stroke  
- American Heart Association/  
American Stroke Association
- Baby-Friendly designation  
Baby-Friendly Hospital Initiative (BFHI)

Activity	2010 Community Investment
Charity Care	\$14,336,019
Unreimbursed Costs of Medicaid, HIP & CHIP	15,532,410
Community Health Improvement Services & Community Benefit Operations	343,554
Health Professions Education	7,467,674
Research	185,079
Financial and In-Kind Contributions	73,963
<b>Total Community Benefit</b>	<b>\$37,938,699</b>
Community-Building Activities	48,873
Unreimbursed Costs of Medicare	10,374,766
Bad Debt	8,732,344
<b>Total Other Investments</b>	<b>\$19,155,983</b>
<b>Total Community Investment</b>	<b>\$57,094,682</b>

# Indiana University Health Blackford Hospital

Since 1923, Indiana University Health Blackford Hospital has provided care to residents of Hartford City, Ind., and surrounding towns. In 2005, the hospital opened a new campus, featuring a 15-bed hospital with all private rooms, a new medical office building and ambulance garage. The 55,000-square-foot facility is designated by Medicare as a Critical Access Hospital. IU Health Blackford Hospital hosts a specialty clinic, outpatient surgical services and a paramedic-level ambulance service.

## 2010 Community Benefit Highlights

- Certified car seat technicians from Blackford County Safe Kids and IU Health Blackford Hospital offered free car seat checks for local residents. They also offered parents advice and technical assistance.
- IU Health Blackford Hospital provided free replacement car seats for seats that did not meet current safety standards.

Activity	2010 Community Investment
Charity Care	\$681,445
Unreimbursed Costs of Medicaid, HIP & CHIP	1,264,221
Community Health Improvement Services & Community Benefit Operations	69,136
Health Professions Education	91
Financial and In-Kind Contributions	4,682
<b>Total Community Benefit</b>	<b>\$2,019,575</b>
Community-Building Activities	1,523
Unreimbursed Costs of Medicare	205,088
Bad Debt	1,402,962
<b>Total Other Investments</b>	<b>\$1,609,573</b>
<b>Total Community Investment</b>	<b>\$3,219,000</b>



## Awards and Attributes

- Collaboration Award for work with IU Health Tipton, Bedford and Starke hospitals  
- *Indiana Rural Hospital Association*
- Accreditation  
- *Joint Commission on Accreditation of Healthcare Organizations*
- Earned Stage 6 designation of the Healthcare Information and Management Systems Society (HIMSS) Analytics Electronic Medical Record Adoption Model for the hospital's accomplishments implementing technology solutions to improve patient safety and quality



## Indiana University Health Bedford Hospital

Indiana University Health Bedford Hospital is a critical access hospital, defined by Medicare as the necessary provider of services in a rural area. The hospital includes inpatient, outpatient, ambulatory care services and a 24-hour emergency room. IU Health Bedford Hospital has brought up-to-date technology and medical practices to its rural community for more than 30 years, providing surgery, urgent care, respiratory care, occupational health, neurology, cardiology and cardiopulmonary services, as well as community health education.

### 2010 Community Benefit Highlights

- IU Health Bedford Hospital provided health education seminars on first aid and chronic disease as well as health screenings, including skin cancer checks. More than 1,000 local residents were reached.
- Clinical staff helped educate dozens of nursing, medical and health professional students.
- IU Health Bedford Hospital hosts a Coumadin clinic, outpatient mental health program and a diabetes clinic for community members.



### Awards & Attributes

- **CT Scan Accreditation**  
- American College of Radiology
- **Mammography Re-accreditation**  
- American College of Radiology
- **Education Recognition Certificate**  
- American Diabetes Association
- **Collaboration Award for work with IU Health Blackford, Tipton and Starke hospitals**  
- Indiana Rural Hospital Association

Activity	2010 Community Investment
Charity Care	\$3,333,454
Unreimbursed Costs of Medicaid, HIP & CHIP	4,805,639
Community Health Improvement Services & Community Benefit Operations	467,589
Health Professions Education	9,557
Subsidized Health Services	500,292
Financial and In-Kind Contributions	1,380
<b>Total Community Benefit</b>	<b>\$9,117,911</b>
Community-Building Activities	1,822
Unreimbursed Costs of Medicare	-1,080,866
<b>Total Other Investments</b>	<b>-\$1,079,044</b>
<b>Total Community Investment</b>	<b>\$8,038,867</b>

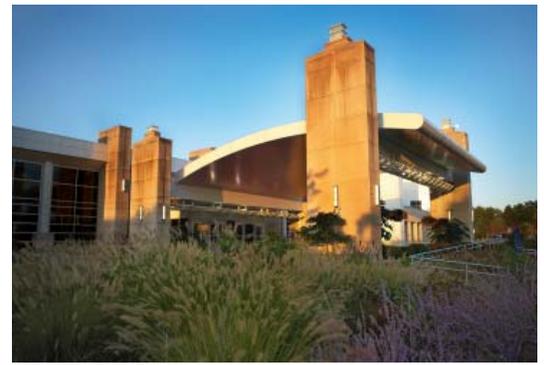
# Indiana University Health Bloomington Hospital

With dozens of outpatient locations, one hospital and five physician practices, Indiana University Health Bloomington Hospital provides hundreds of advanced services to more than 415,000 people in ten south central Indiana counties. The hospital is a certified Primary Stroke Center, an accredited Chest Pain Center and received approval with commendation from the Commission on Cancer.

## 2010 Community Benefit Spotlight

- IU Health Bloomington Hospital supported the Healthy Restaurant Bloomington campaign, partnering with Active Living Coalition of Monroe County and Bloomington Independent Restaurant Association. The campaign worked with 34 member restaurants to promote healthier choices through facility rankings and menu designations. Restaurants were scored on factors such as promotion of physical activity, healthy foods, portion control, community support, family friendliness and employee wellness.
- Dietitians at IU Health Bloomington Hospital offered computerized nutritional content analysis of menu items for local restaurants.
- IU Health Bloomington Hospital offered Get Onboard Active Living (GOAL) family-focused programs to decrease childhood obesity and encourage healthy lifestyles for children and their families through education and activity.

Activity	2010 Community Investment
Charity Care	\$9,713,969
Unreimbursed Costs of Medicaid, HIP & CHIP	16,916,558
Community Health Improvement Services & Community Benefit Operations	1,268,516
Health Professions Education	460,026
Subsidized Health Services	6,192,667
Financial and In-Kind Contributions	118,163
<b>Total Community Benefit</b>	<b>\$34,669,899</b>
Community-Building Activities	112,801
Unreimbursed Costs of Medicare	16,726,034
Bad Debt	9,452,482
<b>Total Other Investments</b>	<b>\$26,291,317</b>
<b>Total Community Investment</b>	<b>\$60,961,216</b>



## Awards and Attributes

- Magnet® designation  
- American Nurses Credentialing Center
- Most Wired Hospital  
- Hospital & Health Networks Magazine (AHA)
- Silver Performance Achievement Award – Stroke Care  
- American Heart Association/American Stroke Association
- Blue Centers of Distinction:
  - Cardiac Care  
- Anthem Blue Cross & Blue Shield
- Grassroots Champion Award to President and CEO Mark Moore  
- American Hospital Association
- Consumer Choice Award  
- National Research Corporation



## Indiana University Health Paoli Hospital

Indiana University Health Paoli Hospital is a critical access hospital specializing in rural, community-based services for residents of south central Indiana. The hospital provides a 24-hour emergency room that can facilitate helicopter transfers, a New Life Center for obstetrics, visiting specialist services and offers cancer treatment, primary care, rehabilitation, surgical services and women and children's services.

### 2010 Community Benefit Highlights

- IU Health Paoli Hospital partnered with local school systems to provide CPR and first aid education to all area fourth- and fifth-grade students to prevent and treat injuries. The hospital also provided an athletic trainer to two local high schools.
- To improve quality healthcare access, a social worker assisted 700 patients with the medical financial application process.
- IU Health Paoli Hospital partnered with the Jubilee Community Health Clinic by providing financial support to ensure patients can be connected with hospitals, physicians and other health programs that offer more advanced services for a reduced fee.
- IU Health Paoli Hospital Emergency Department distributed vouchers to uninsured patients. The \$25 voucher pays for their first visit to the Jubilee Community Health Clinic.



### Awards & Attributes

- 2010 VIP Award  
- McKesson Technology Solutions

Activity	2010 Community Investment
Charity Care	\$65,236
Unreimbursed Costs of Medicaid, HIP & CHIP	1,569,907
Community Health Improvement Services & Community Benefit Operations	74,559
Health Professions Education	1,109
Subsidized Health Services	268,557
Financial and In-Kind Contributions	99,263
<b>Total Community Benefit</b>	<b>\$2,078,631</b>
Unreimbursed Costs of Medicare	60,089
Bad Debt	1,479,133
<b>Total Other Investments</b>	<b>\$1,539,222</b>
<b>Total Community Investment</b>	<b>\$3,617,853</b>

# Indiana University Health Goshen Hospital

Indiana University Health Goshen Hospital in northern Indiana hosts more than 150 physicians in nearly 20 specialties, including bariatric and women's health services. Additionally, the Goshen Center for Cancer Care at IU Health Goshen Hospital is a leader in innovative cancer treatment, offering medical, radiation, nuclear and surgical oncology and naturopathic medicine, along with access to the latest treatments through clinical trials. The facility focuses on family involvement, spiritual needs and patient choice.

## 2010 Community Benefit Highlights

- Each year, IU Health Goshen Hospital supports area nonprofit agencies through the Community Benefit Fund.
- IU Health Goshen Hospital holds Community Screening Days to offer free and reduced-cost screenings to address diabetes, obesity and cancer. Specialists screened nearly 900 individuals in 2010. In addition, IU Health Goshen Hospital provided screenings to more than 2,000 visitors during the Elkhart County 4-H Fair.
- IU Health Goshen Hospital is a founding member of the Elkhart County Childhood Obesity Initiative, in collaboration with a neighboring hospital and Elkhart County Health Department to ensure that youth, ages 5-17, practice healthy behaviors to achieve and maintain a healthy weight.

Activity	2010 Community Investment
Charity Care	\$2,421,842
Unreimbursed Costs of Medicaid, HIP & CHIP	7,368,576
Community Health Improvement Services & Community Benefit Operations	452,631
Health Professions Education	105,951
Research	223,264
Financial and In-Kind Contributions	246,035
<b>Total Community Benefit</b>	<b>\$10,818,299</b>
Community-Building Activities	93,569
Unreimbursed Costs of Medicare	6,740,752
Bad Debt	7,214,208
<b>Total Other Investments</b>	<b>\$14,048,529</b>
<b>Total Community Investment</b>	<b>\$24,866,828</b>



## Awards & Attributes

- Magnet® designation**  
- American Nurses Credentialing Center
- Beacon Award for Critical Care Excellence**  
- American Association of Critical Care Nurses
- Best Places to Work**  
- Modern Healthcare
- Baby-Friendly designation**  
Baby-Friendly Hospital Initiative (BFHI)
- Summit Award for Patient Satisfaction**  
- Press Ganey



## Indiana University Health La Porte Hospital

Indiana University Health La Porte Hospital is a 227-bed acute care hospital in northwest Indiana. IU Health La Porte Hospital provides comprehensive health services with specialties in surgical services, heart and vascular and orthopedics.

### 2010 Community Benefit Highlights

- IU Health La Porte Hospital provides many services to underserved populations through the IU Health La Porte Community Health Center.
  - The Community Health Center provided \$1 million worth of free medication to more than 350 patients through the Indigent Drug Program.
  - The Community Health Center served nearly 3,000 patients, helping these individuals lead healthier lives and minimizing the need for inpatient and emergency care.
  - The Community Health Center added additional community educational programs including car seat safety, diabetic and nutrition counseling, dental care for new mothers and babies, pregnancy support groups and a class on safe medications during pregnancy.



IU Health La Porte Hospital and IU Health Starke Hospital

### Awards and Attributes

- Magnet® designation  
- American Nurses Credentialing Center
- Outstanding Achievement Award for Cancer Services  
- American College of Surgeons Commission on Cancer
- Gold Seal of Approval – Stroke Care  
- Joint Commission for Primary Stroke Centers
- Apex Quality Award for Excellence in Patient Satisfaction  
- Lakeshore Surgicare

Activity	2010 Community Investment
Charity Care	\$3,633,402
Unreimbursed Costs of Medicaid, HIP & CHIP	11,945,708
Community Health Improvement Services & Community Benefit Operations	1,000,393
Health Professions Education	228,448
Subsidized Health Services	606,677
Research	176,244
Financial and In-Kind Contributions	807,705
<b>Total Community Benefit</b>	<b>\$18,398,577</b>
Community-Building Activities	128,386
Unreimbursed Costs of Medicare	14,774,168
Bad Debt	6,361,768
<b>Total Other Investments</b>	<b>\$21,264,322</b>
<b>Total Community Investment</b>	<b>\$39,662,899</b>

## Indiana University Health Starke Hospital

Indiana University Health Starke Hospital is a 53-bed acute care facility in Knox, Ind. As the only hospital in Starke County, IU Health Starke Hospital serves the county's approximately 28,000 residents and an additional 15,000 in outlying areas. Along with an emergency room and inpatient and outpatient surgery, the hospital provides women's services, cardiopulmonary care, intensive care and rehabilitative services.

### 2010 Community Benefit Highlights

- IU Health Starke Hospital hosted local community health fairs to educate local residents and encourage them to make important lifestyle changes. Nearly 1,000 residents were reached.
- IU Health Starke Hospital provided safe sitter classes, Alzheimer's education and volunteers for community-based projects.



ADMISSIONS

752

OUTPATIENT VISITS

17,429

NUMBER OF EMPLOYEES

163

NUMBER OF BEDS

35

### Awards and Attributes

- New emergency department program
- More than 30 new staff physicians
- Multiple successful state and regulatory surveys
- Enhanced quality and safety programs
- Collaboration Award for work with IU Health Blackford, Bedford and Tipton hospitals  
- *Indiana Rural Hospital Association*



## 2011 Community Benefit Plan

Indiana University Health continues to expand its reach throughout Indiana, increasing access to quality healthcare and community outreach initiatives. In 2011, IU Health will add three hospitals: Indiana University Health Morgan Hospital in Martinsville, Ind., Indiana University Health Saxony Hospital in Fishers, Ind., and Indiana University Health White Memorial Hospital in Monticello, Ind.

### Charity Care and Unreimbursed Costs

IU Health will continue to provide services, regardless of a person's ability to pay. In 2011, IU Health plans to provide more than \$122 million in healthcare for free or reduced rates and will absorb close to \$200 million in unreimbursed costs from Medicaid and other government insurance programs that provide coverage to those who are otherwise unable to afford it.

### Health Professions Education and Research

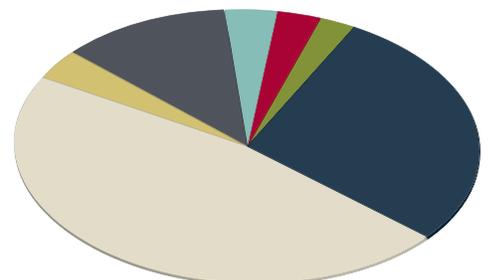
One of the greatest community assets of IU Health is its unique partnership with Indiana University School of Medicine. In addition to training forthcoming generations of highly skilled physicians and staff, the partnership enables IU Health to bring the latest research to Indiana communities by offering innovative treatments and therapies through clinical trials. In 2011, IU Health plans to invest \$50 million in health professions education and more than \$16 million in research.

### Subsidized Health Services

As a nonprofit, IU Health is committed to providing critical and needed healthcare services to underserved and vulnerable populations. In 2011, IU Health plans to invest \$13 million in critical hospital services such as emergency departments, trauma services, LifeLine air medical services, home visiting programs and behavioral health services.

### Community Health Improvement Services and Financial Contributions

The services and support of IU Health extend beyond hospital walls to community neighborhoods across Indiana. In 2011, IU Health anticipates reaching more than 556,000 individuals through support groups, preventive health screenings and other health education initiatives, with an investment of more than \$16 million. Additionally, IU Health plans to contribute more than \$10 million to local organizations in order to help positively impact and improve the health of Indiana residents.



# 2011 Community Outreach Priority Areas

After reviewing current data regarding health needs and gathering input from partner organizations, IU Health identified the following community health needs to target in 2011:

- Obesity prevention
- Injury prevention
- Access to affordable healthcare
- Education
- Community revitalization

## Obesity Prevention Strategies

- Increase the availability of healthy foods and safe areas for physical activity in high-poverty neighborhoods.
- Raise awareness and educate the community about healthy food choices, basic cooking and food preservation skills and the importance of increasing fruit and vegetable consumption.
- Identify individuals in the community who have pre-diabetes. Provide educational materials and referrals to those deemed to be at risk.



### MEASURABLE OUTCOMES

- IU Health will track the number of individuals reached throughout our initiatives.
- IU Health will measure the success of our initiatives by tracking decreases in Body Mass Index, identification of individuals at risk for diabetes and referrals for follow-up education and care.

## Injury Prevention Strategies

- Support aggressive legislation to ban texting while driving in Indiana.
- Provide bicycle helmet fittings and education to 4,000 children statewide through summer camps and outreach events.
- Support falls prevention programming and education for individuals over age 65 and others at high risk of serious injuries from falls.
- Provide car seat inspections, education and free child passenger safety seats through a coordinated, statewide effort, specifically on National Car Seat Check Saturday. With these efforts, IU Health hopes to reach more than 1,000 families throughout Indiana.

### MEASURABLE OUTCOMES

- IU Health will track the success of our advocacy efforts, resulting in positive legislative change regarding a texting ban.
- IU Health will track the number of children who have increased helmet usage as a result of receiving a helmet and education.
- IU Health will measure the number of car seats inspected statewide with the goal of reaching over 1,000 families in Indiana.
- IU Health will also measure the number of individuals served through falls prevention efforts and percent of falls reduced.



### Access to Affordable Healthcare Strategies

- Educate the public about IU Health's financial assistance policy to ensure patients use these programs.
- Send IU Health representatives to targeted community events to enroll eligible community members in the Healthy Indiana Plan and other low-cost insurance plans.

#### MEASURABLE OUTCOMES

- IU Health will track the awareness of IU Health's financial assistance policy and the amount of charity care and financial assistance provided for the underserved.
- IU Health will measure the number of individuals enrolled into the Healthy Indiana Plan through community outreach efforts.

### Education Strategies

- Launch a volunteer program to prepare underserved children for kindergarten, knowing that children who start on par are more likely to achieve and maintain academic success.
- Invest in efforts to increase the number of high-quality teachers in high-need classrooms.
- Design innovative strategies to support the educational needs of low-income children.



#### MEASURABLE OUTCOMES

- IU Health will measure the number of children served through the signature volunteer program, the education outcomes of these children, and camp and first-day kindergarten attendance.

### Community Revitalization Strategies

- Enhance community areas such as parks and playgrounds during the 2011 Day of Community Service.

#### MEASURABLE OUTCOMES

- IU Health will measure the amount of physical attributes left behind to enhance communities in the 2011 Day of Community Service.





## Indiana University Health

A private, nonprofit organization, Indiana University Health is Indiana's largest comprehensive health system and is comprised of hospitals, physicians and allied services dedicated to providing preeminent care throughout Indiana and beyond. Our unique partnership with Indiana University School of Medicine gives our highly skilled physicians access to innovative treatments using the latest research and technology.

Discover the strength at [iuhealth.org](http://iuhealth.org)