

# OrthoIndy

## Implementation Strategy for the 2024 CHNA Marion County, Indiana



**Ascension**

The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs the hospital does not intend to address are identified, and a rationale is provided. Special attention has been given to the needs of individuals and communities at increased risk for poor health outcomes or experiencing social factors that place them at risk.

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The OrthoIndy Board of Directors approved the 2024 Implementation Strategy on October 10, 2025 (2024 tax year) and applies to the following three-year cycle: July 2025 to June 2028 (FY 2026 - FY 2028). This report, as well as the previous report, can be found on our public website.

**We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.**

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## Introduction

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

### About Ascension

Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all, with special attention to those most vulnerable. In FY2024, Ascension provided \$2.1 billion in care of persons living in poverty and other community benefit programs. Across 16 states and the District of Columbia, Ascension's network encompasses approximately 99,000 associates, 23,000 aligned providers, 94 wholly owned or consolidated hospitals, and ownership interests in 27 additional hospitals through partnerships. Ascension also operates 30 senior living facilities and a variety of other care sites offering a range of healthcare services.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

**Mission:** Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

For more information about Ascension, visit <https://www.ascension.org/>.

## **Ascension St. Vincent Indiana**

Ascension St. Vincent operates 19 hospitals in addition to a comprehensive network of affiliated joint ventures, medical practices and clinics serving Indiana and employs more than 13,000 associates. In Fiscal Year 2024, Ascension St. Vincent provided more than \$357 million in community benefit and care of persons living in poverty throughout the state.

### **OrthoIndy**

In 2005, OrthoIndy established Indiana's first orthopedic specialty hospital, offering comprehensive care for bones, joints, spine, and muscles. With over 90 physicians, OrthoIndy specializes in leading-edge bone, joint, spine and muscle care, operating 11 locations across Central Indiana including two clinics situated on the campuses of Ascension St. Vincent Carmel and OrthoIndy Hospitals. Their service area encompasses Hamilton, Hendricks, Johnson, and Marion Counties. OrthoIndy is highly respected and has received numerous national and statewide honors from Healthgrades and serves as the official orthopedic provider for the Indiana Pacers and Indiana Fever, and serves as the preferred provider for employees of the State of Indiana and Indianapolis Public Schools.

In 2009, OrthoIndy and St. Vincent formed a strategic partnership to enhance communication and extend their community outreach. This collaboration is formally maintained through Ascension St. Vincent Indianapolis Hospital.

For more information about OrthoIndy, visit [OrthoIndy.com](https://OrthoIndy.com).

## Overview of the Implementation Strategy

### Needs Prioritization

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. Accordingly, OrthoIndy used a phased prioritization approach to identify the needs of Marion County. The first step was to determine the broader set of identified needs. The CHNA assessment narrowed identified needs to a group of significant needs determined most crucial for community stakeholders to address.

After completing the CHNA assessment, significant needs were further narrowed down to prioritized needs that the hospital will address within the IS. To arrive at the prioritized needs, OrthoIndy used the following process: hospital leaders and board members reviewed the 2024 CHNA significant health needs and the data used to define each as significant, then voted on the top three needs they determined the hospital could respond to within its IS during the next three years. The criteria used to prioritize the significant needs were:

- **Organizational capacity** – The hospital facility has the capacity to respond to the issue.
- **Existing infrastructure** – The hospital facility has programs, systems, staff and support resources in place to respond to the issue.
- **Established relationships** – There are established relationships with community partners to respond to the issue.
- **Ongoing investment** – There are existing resources committed to the issue. Staff time and financial resources for this issue are counted as part of the community benefit effort.
- **Focus area** – The hospital facility has acknowledged competencies and expertise to respond to the issue and the issue fits with the organizational mission.
- **Magnitude of the problem** – The number of and/or disparities among people
- **Severity of consequences** – The potential for mortality or morbidity
- **Feasibility of intervention** – The available resources and evidence-based solutions
- **Alignment with organizational or community goals** – The response would fit with strategic plans

## Needs That Will Be Addressed

Following the completion of the current CHNA, OrthoIndy has selected the prioritized needs outlined below for its 2024 IS. Ascension has defined “prioritized needs” as the significant needs that the hospital has prioritized to address through the three-year CHNA cycle:

- **Access to Care** – This need was selected because access to care indicators such as adults reporting fair or poor health, low birthweight babies, per capita supply of healthcare providers, preventable hospital stays, and/or core preventive services compared unfavorably to peer counties or U.S. averages and because community meeting participants identified access to care (including preventive services) as a priority.
- **Behavioral Health (includes Mental Health and Access to Mental Health Services and Substance Use Disorders, including Nicotine)** – This need was selected because mental health indicators such as number of poor mental health days, number of mental health providers per population, depression rate and/or suicide rate compared unfavorably to peer counties or U.S. averages and because community meeting participants identified mental health as a priority. Substance use disorder is included because indicators such as drug poisoning deaths, percentage of tobacco and/or e-cigarette users, opioid-related deaths, and/or the percentage of alcohol-impaired driving deaths compared unfavorably to peer counties or U.S. averages and because community meeting participants stressed the prevalence of SUD and mental health as co-occurring health issues and identified them as priorities.

OrthoIndy understands the importance of all the community's health needs. It is committed to playing an active role in improving the health of the people in the communities it serves. For this implementation strategy, OrthoIndy has focused its efforts on the above priorities.

## Needs That Will Not Be Addressed

Based on the prioritization criteria, the health needs identified through the CHNA that OrthoIndy does not plan to address within the hospital's IS at this time include:

- **Communicable Diseases/Sexually Transmitted Infections** - This need was not selected because of a relative lack of expertise or competencies to effectively address the need.
- **Food Security** - This need was not selected because a relatively low priority was assigned to the need and because other organizations are addressing this need.
- **Maternal, Infant, and Child Health** - This need was not selected because of a relative lack of expertise or competencies to effectively address the need.

- **Obesity, Physical Inactivity, and Associated Chronic Disease** - This need was not selected because of resource constraints and because other facilities or organizations in the community are addressing the need.
- **Racial and Ethnic Health Disparities** - This need was not selected because of a relative lack of expertise or competencies to effectively address the need.
- **Social Drivers of Health (including Poverty, Affordable Housing, Food Insecurity, and Transportation)** - This need was not selected because of resource constraints and because other facilities or organizations in the community are addressing the need.
- **Violence and Crime** - This need was not selected because of a relative lack of expertise or competencies to effectively address the need.

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

To find a list of resources for each need not being addressed, please refer to OrthoIndy's 2024 CHNA: [https://healthcare.ascension.org/2024\\_CHNA/OrthoIndy](https://healthcare.ascension.org/2024_CHNA/OrthoIndy).

## Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this Implementation Strategy can be submitted via the website: <https://healthcare.ascension.org/chna>.

## Approval and Adoption of the IS by OrthoIndy

To ensure OrthoIndy's efforts meet the needs of the community and have a lasting and meaningful impact, the 2024 Implementation Strategy was presented and adopted by the OrthoIndy Board of Directors on October 10, 2025. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.



## Action Plans

The IS below is based on prioritized needs from the hospital's most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years.

Access To Care	
<b>Hospital(s) Name(s)</b> OrthoIndy Hospital	
<b>Prioritized Health Need</b> Access to Care	
<b>Objective</b> By June 30, 2028, OrthoIndy will strengthen community engagement to expand the reach of evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion.	
<b>Strategy</b> Strengthen community engagement by supporting coalitions and implementing partners	
<b>Collaborators/Resources</b> <ul style="list-style-type: none"><li>● <b>Collaborators:</b> OrthoIndy Foundation, local community coalitions, non-profit organizations</li><li>● <b>ASV Department/Program:</b> Community Benefit</li></ul>	<b>Budget*</b> <ul style="list-style-type: none"><li>● Staff time working towards this initiative.</li><li>● Financial support to organizations responding to priority needs.</li></ul>
<b>ACTION STEPS</b>	<b>ROLE/OWNER</b>
Identify a lead and planning group	IS Priority Lead (Access)
Determine baseline of financial support	
Maintain support of community partnerships by supporting evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion	
<b>ANTICIPATED IMPACT</b>	
The anticipated impact of these actions is an increase in access to comprehensive, high quality health care services.	

*\*The budget for this initiative is an estimate and should be considered as such.*

Behavioral Health	
<b>Hospital(s) Name(s)</b> OrthoIndy Hospital	
<b>Prioritized Health Need</b> Behavioral Health (including mental health, substance use disorder and suicide)	
<b>Objective</b> By June 30, 2028, OrthoIndy will strengthen community engagement to expand the reach of evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion.	
<b>Strategy</b> Strengthen community engagement by supporting coalitions and implementing partners.	
<b>Collaborators/Resources</b> <ul style="list-style-type: none"><li>● <b>Collaborators:</b><ul style="list-style-type: none"><li>○ OrthoIndy Foundation</li><li>○ Local community coalitions</li><li>○ Non-profit organizations</li></ul></li><li>● <b>ASV Department/Program:</b><ul style="list-style-type: none"><li>○ Community Benefit</li></ul></li></ul>	<b>Budget*</b> <ul style="list-style-type: none"><li>● Staff time working towards this initiative</li><li>● Financial support to organizations responding to priority needs</li></ul>
<b>ACTION STEPS</b>	<b>ROLE/OWNER</b>
Identify a lead and planning group.	IS Priority Lead (Behavioral Health)
Determine baseline of financial support.	
Maintain support of community partnerships by supporting evidence-based programs, advocacy, and/or services through financial support, facilitation, and/or promotion.	
<b>ANTICIPATED IMPACT</b>	
The anticipated impact of these actions is an increase in access to services related to behavioral health.	

*\*The budget for this initiative is an estimate and should be considered as such.*

## **Evaluation**

OrthoIndy will develop a comprehensive measurement and evaluation process for the implementation strategy. The Hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. OrthoIndy uses a tracking system to capture community benefit activities and implementation. Data will be aggregated into an annual Community Benefit report made available to the community to ensure accountability.