



# Salem Hospital

## Oregon Health Authority Supplemental Narrative CBR-1

Fiscal Year July 2023- June 2024

### About Salem Health Hospitals and Clinics

Salem Health Hospitals and Clinics (SHHC) has been the region's leader in locally controlled health care since 1895, providing the community with award-winning care for generations. Salem Health facilities include Salem Hospital, West Valley Hospital in Dallas and Salem Health Medical and Specialty Clinics throughout the Mid-Willamette Valley. Salem Health collectively serves Marion and Polk Counties as its primary service area, while also providing high-quality, sought-after care to those in the surrounding counties of Linn, Benton, Lincoln, and Yamhill.

SHHC's not-for-profit hospitals are licensed for a total of 669 beds (644 on the Salem campus and 25 at West Valley campus in Dallas). In July 2022, a new inpatient building opened on the Salem campus, adding 150 beds to meet the current and growing need. In June 2023, 19 beds were added to the Dallas campus.

Salem Hospital is the largest hospital in Oregon and operates the busiest emergency department between Seattle and San Francisco, with more than 108,000 visits in 2023. West Valley Hospital, Salem Health's critical access hospital, is a top performing critical access hospital which offers emergency services, swing beds and specialty care close to home for those living in rural Polk County.

Our mission is to improve the health and well-being of the people and communities we serve. We are proud to partner with the best physicians in the region to bring exceptional and compassionate care to our region.

In addition to inpatient care, primary care, urgent care, emergency care, and telehealth, Salem Health Hospitals and Clinics offers the following:

- Adult Psychiatric Medicine
- Advanced Wound Care
- Anticoagulation Clinics
- Bariatric Surgery Center
- Breast Center
- Cancer Center
- Cardiology
- Family Birth Center
- Heart & Vascular
- Infusion & Wound Care
- Joint Replacement Center
- Laboratory
- Neurology
- Nutrition Therapy
- Occupational Medicine
- Outpatient Rehab
- Pain Clinic
- Palliative Care
- Pulmonary
- Rehabilitation
- Sleep Center
- Spine Center
- Stroke Imaging
- Women's Health

## Service Area

Marion and Polk Counties are in the Willamette Valley and are the 5th and 13th most populous counties in Oregon respectively. This community spans about 1,950 square miles, of which 1,200 are in Marion and 750 are in Polk. As of 2020 there were approximately 433,353 people living in the community of Marion and Polk Counties, which is about 10% of the total state population. Of those, it is estimated that 345,920 people live in Marion and 87,433 live in Polk.

In Marion county, the five largest cities are Keizer, Salem, Silverton, Stayton, and Woodburn, which are home to 66% of the County's total population. The remaining 34% live in one of the smaller 15 cities or on unincorporated land. In Polk, the largest cities are Dallas, Falls City, Independence, Monmouth, and Willamina, as well as a portion of Salem (west), the composite of which approximately 84% of Polk's population resides. Those who live outside of the major population areas in the community may experience greater difficulty accessing resources like health care services and healthy foods. Transportation can be difficult given the limited public transportation in these rural areas.

Educational achievement has been improving in recent years as a higher percentage of community members have a high school diploma/GED. 85% of adults over 25 in Marion County and 91% of adults in Polk County have a high school diploma or GED. However, the percentages drop significantly for Latino populations which were 53% in Marion County and 61% in Polk County. Educational achievement in Marion County was lower than Polk and the state, especially with regards to college graduates. In Marion County 23% of people had a bachelor's degree or higher, compared to 31% in Polk. Educational achievement differed by sex, race and ethnicity, geography, and disability status.

Marion and Polk Counties have a higher percentage of people living below the federal poverty level than Oregon as a whole. A greater percentage of females were living in poverty than males. About 1 in 10

people are food insecure. 15% of children in Marion County are food insecure, which is the highest rate in Oregon. 41% of community members were living in a food desert compared to 18% in Polk. To be considered a food desert, a census tract must be designated as both low-income and have low access to supermarkets or large grocery stores where healthy foods are available.

### **Key Findings for Marion & Polk Counties:**

- A greater percentage of the community population is younger, under the age of 25, than Oregon. In coming years, the community is expected to shift, with a greater percentage of older adults making up the population.
- Marion County has a larger percentage of members that identified as Hispanic or Latinx than Oregon. About 28.7% identified as Hispanic/Latinx in Marion, compared to 12.1% in Polk and 14.9% in Oregon.
- The community has a higher percentage of members that speak a language other than English at home than Oregon. Roughly, 1 in 4 households (25%) in Marion speak a language other than English, compared with 12% in Polk and 15% in Oregon. The most common languages spoken after English were Spanish, various Asian or Pacific Islander languages, and Russian.
- About 15% of community members are living with a disability, which has been decreasing over time. The most common types of disabilities in the community were difficulties walking, living alone, or cognitive. The proportion of community members living with a disability differed by race and ethnicity.
- One third (33%) of Marion County community members lived outside of the five largest cities in Marion County. About 16% of Polk County community members lived outside of its largest cities.
- The community is growing, aging, and becoming more diverse, a trend that is predicted to continue. Population projections estimate that there will be 500,000 community members by 2035. Older adults will represent a greater proportion of the overall population in the future than they do currently.

## **Community Health Needs Assessment**

A community health needs assessment (CHNA) is conducted annually in cooperation with local partners, including Marion County Health & Human Services, Polk County Health Department, Santiam Hospital and Clinics, Legacy Health, and Kaiser Permanente, Willamette Health Council, and PacificSource Community Solutions, the local coordinated care organization.

The community health needs assessment gathers data from various reliable sources to identify local strengths and the most pressing health challenges using an evidence-based framework. This information is then used to create a community health improvement plan (CHIP), which identifies strategies and tactics to address the identified priority areas. The current priority areas are behavioral health support, substance use prevention, and housing.

## **Process and Method**

The process uses MAPP (Mobilizing for Action through Planning and Partnerships) to assess and improve the health of the community. MAPP is a flexible, evidenced based framework, created by the National Association of County and City Health Officials (NACCHO). MAPP allows communities to cast a wide net, collecting data in multiple ways to understand local health and what contributes to local health conditions. MAPP casts a wide net collecting data in various ways to understand local health and why health conditions occur. This information is then used to identify key priority areas for improvement in the Community Health Improvement Plan (CHIP) over a designated period. Although the CHNA strives to be comprehensive, it should not be thought of as an exhaustive compendium of every local measure that exists; rather, this document utilizes select measures that best capture the health of the community. MAPP builds off previous work conducted by the community. A key takeaway from the last process was that three years is not enough time to make substantial gains in the CHIP priority areas. Annual evaluations and updates, as well as mid-year reflections that allow us to check and adjust the work allow additional insight into whether tactics are making the difference originally intended.

A full description of the collaborative process used to identify and prioritize health needs can be found in the introduction and methods section of the [Marion-Polk Community Health Needs Assessment](#). Surveys, community town halls, assessment of a variety of systems and casting a wide net to include a number of community partners, as well as extensive review and analysis of data from multiple sources were used to establish community needs. While the team strived to use the most reliable, valid, and up to date data available; it is important to acknowledge these limitations and seek to address them in future studies, as well as be nimble in responding to the constantly changing needs of our community.

While SHHC works to address the priorities established by the two-county collaborative, they also consider the unique health needs within each community its hospitals serve, allocating resources toward services, outreach, prevention, education, and wellness opportunities where the greatest impact can be realized.

## **Significant Community Benefit Activities Addressing Identified Needs**

**Priority Areas: Housing, Behavioral Health, Substance Abuse Prevention.**

Salem Hospital partnered with Family Building Blocks, a certified relief nursery providing intensive specialized prevention services to keep children safe and families together in Marion and Polk counties. Salem Health provided funding to expand clinical service availability by supporting an additional mental health clinician and transportation to ensure families have access to get to their mental health therapy appointments.

Salem Hospital provided funding to St. Joseph Shelter, located in rural Marion County, which provides transitional living for families in crisis. Households who qualify for transitional living services are eligible by meeting the following criteria: struggling with poverty, addiction, joblessness or legal issues, who want to have their children returned to their care. Programing at St. Joseph includes addiction counseling, financial counseling, job assistance, mental health supports, as well as housing for the whole family and additional needs such as food and clothing. They have demonstrated success in helping families move into healthy and stable living, keeping families together, and preventing children from entering into the foster care system.

The Center for Hope and Safety offer support to victims and survivors of domestic violence, sexual assault, stalking and human trafficking. Salem Hospital has a long history with this organization and this year provided funding to support housing, and other practical needs of women seeking safety and shelter. Additional supports include medical services, onsite medical and dental services, prescriptions and other over the counter needs and treatments. Salem Hospital Emergency Department employs Sexual Assault Nurse Examiners (SANE), who are trained to provide medical treatment and support to sexual assault victims.

The Mid-Willamette Valley Homeless Alliance Continuum of Care works to end and prevent homelessness in the Marion and Polk county region. Salem Health Hospitals and Clinics (SHHC) supports the Alliance financially and by providing a Salem Health executive to serves on the board and executive committee. Additional SHHC staff serve on committees designed to coordinate, leverage, and align effort and resources among multiple nonprofit and government organizations. Representatives attend task force meetings and leverage hospital resources to positively impact health outcomes.

Salem Health Hospitals and Clinics provides community partner grants to enhance existing nonprofit organizations' work which address needs identified in the community health needs assessment. Nearly \$300,000 was invested, including the projects mentioned above as well as Medical Teams International, American Cancer Society, Willamette Health Council, NW Human Services, Neighbors Serving Under Sheltered Neighbors, North Marion Service Integration, Assistance League, Salem Police Foundation, Center for Hope and Safety, Family Building Blocks, Liberty House, Salem Fire Foundation, Santiam Teen Center, Salvation Army, Punx with Purpose, Red Cross, Salvation Army, Cascadia Radical Faerie Resources, Ike Box, Salem Free Clinic, YMCA, and the United Way.

Hospital leaders volunteer time to serve on community non-profit boards which mirror the mission of Salem Health and attend regional collaborative work groups that address social determinants of health. Examples include board positions on Salem Free Clinic, Salem Fire Foundation, Family Building Blocks, the Boys and Girls Club, United Way, Liberty House, and Catholic Community Services, Integrated

Support for Living Inc., Willamette Health Council, Center for Hope and Safety, American Red Cross, Salem Fire Foundation, and the Salvation Army.

Workforce has emerged as a need not identified in previous assessments, but certainly an issue that impacts the community as a whole. Salem Health provides training for nursing students, clinical rotations for physical and occupational therapists, pharmacists, and dietitians as well as other health professionals. In addition, Salem Health is partnering with emerging health care professional curriculums in high school and giving opportunities to explore careers through engagement with health care professionals and onsite job shadows.

Salem Health leaders are continually engaged in advancing healthcare supports and workforce through statewide and national boards. Together, we work on initiatives and implement programs aimed at impacting and aligning key levers or strategies to produce outcomes that improve health and create a better healthcare system through system wide quality improvement, care management, consulting and research, and health information technology and analytics. Our CEO served on the board for the Hospital Association of Oregon (formerly Oregon Association of Hospitals and Health Systems); Our Chief Nursing Officer serves on the Oregon State Board of Nursing, whose goals are to protect the public by regulating nursing education, licensure, and practice; our Executive Vice President of Operations and Chief Integration Officer serves as a Governor appointment on the Oregon Joint Task Force on Hospital Discharge Challenges. Other employees serve on the Marion County Budget Committee, the Marion County Public Safety Coordinating Council, the Hospital Capacity System Taskforce, Mid-Valley Homeless Alliance, Health Information Technology (HIT) Commons Governance with PacificSource CCO, and the Oregon Youth Experiencing Homelessness Advisory Council.

The Community Health Education Center (CHEC), housed on the campus of Salem Hospital, provides classes and resources for the community. The Community Health Education Center offers a health-related lending library, drop-in nursing consultation services and group instruction. The CHEC provides space free of charge to community partners seeking to improve health outcomes. The rooms host classes, lectures, health fairs and support groups that are coordinated in partnership with community agencies.

One example includes Question Persuade Refer (QPR) training to identify and assist individuals struggling with suicide ideation. Though out the year they offer classes and presentation that include meditation, anxiety management, "Good food, good mood," yoga, art as self-care, and grief healing. These classes and resources work to increase resiliency and address mental health challenges. Health educators spend time in both Marion and Polk counties providing health screenings, education and outreach.

Salem Health is a smoke free campus and has worked with the City of Salem to expand smoke free zones to neighboring sidewalks and city parks. The hospital screens 100% of its patients for tobacco use and provides all tobacco users with community cessation resource information. The American Lung Association's Freedom from Smoking curriculum is offered at no cost through our Community Health Education Center (CHEC) and the Health Education and Outreach teams provide community-based education to schools related to tobacco prevention. Salem Health Trauma Prevention team conducted

classes and presentations around substance abuse prevention, including smoking, vaping, marijuana and methamphetamine use. This team additionally conducts victim impact courses that are court ordered to individuals who are convicted of drunk driving.

The Salem Cancer Center, on the Salem Hospital campus, offers free screenings several times a year for various cancers, including breast, colon, lung and skin cancer. Staff and clinicians participate in dozens of health improvement committees, addressing social determinants of health such as homelessness, food insecurity, education and access to care.

In conclusion, Salem Health Hospitals and Clinics, including Salem Hospital, strive to fulfill its mission to improve the health and wellbeing of the people and communities it serves through ongoing efforts and partnerships. Nearly constant assessment and evaluation of the efficacy of programs as well as nonprofits also serving these needs allow West Valley Hospital to engage new community partners, increase levels of awareness, and improve upon effective strategies of health and community strength going forward.