

Salem Hospital and West Valley Hospital Community Benefit Implementation Plans 2018-2020

Executive summary

The Salem Health mission, “To improve the health and well-being of the people and communities we serve,” is caring in action.

Salem Hospital and West Valley Hospital are non-profit hospitals governed and guided by an all-volunteer Board of Trustees. Careful attention to the mission, with action at a local level, has earned Salem Health recognition as a top-performing health care system and the first choice for people seeking health care in our community.

Salem Health is a non-profit organization that remains true to its local roots. The hospitals align community benefit initiatives with the established health needs of Marion and Polk Counties and works in collaboration with other tax-exempt, government and service agencies to leverage and extend resources. The Board of Trustees has sanctioned a community benefit committee that is comprised of Board members, health system leaders and community stakeholders. Committee members ensure that community benefit activities serve the greatest need and the most vulnerable in the community, with special consideration for those with the least ability to pay.

Salem Health was a partner in completing the 2017 Marion and Polk County Health Report update currently published on the Salem Health website. The update validates the need for continued focus on far reaching and complex health priorities of obesity and tobacco use. Therefore, Salem Hospital and West Valley Hospital, will continue to participate in the collective impact work of the Community Health Improve Partnerships in both Marion and Polk Counties (CHIPS). These multi-organizational teams are convened by the County Health Departments. The CHIPS to set targets and align programs and resources across the two counties to maximize community collective impact.

The community health report identified poor mental health days as a significant concern in both Marion and Polk Counties. With teen suicide rates climbing in Marion and Polk Counties, the Marion County Behavioral Health Network, convened a group of stakeholders to take a deeper look at the data, specifically related to adolescent mental health, in spring 2017. A synopsis of that data is presented at the summit is presented below. After reviewing key findings presented by Marion and Polk County behavior health experts at the Kids Summit, the Board of Trustees Community Benefit Committee identified adolescent mental health as a priority areas for the Salem Hospital and West Valley Hospital’s community benefit investments for 2018-2020.

Salem Hospital and West Valley Hospital Health Priorities 2018-2020

Salem Health system, community benefit investment priority area:

- Adolescent mental health

Salem Health Community Health Improvement Partnership (CHIP) priorities

- Obesity
- Tobacco

Community health improvement in the area of adolescent mental health will be accomplished through strong partnerships with community agencies, such as Marion and Polk County Behavioral Health, Mid-Valley Community Action Agency and Northwest Human Services.

CHIP leverages the collective impact of regional hospitals, government agencies and other non-profits. Partners include county Health Departments, Boys and Girls Club of Marion and Polk County, Salvation Army, United Way, Community Action Agency, Early Learning Hub, Salem Keizer School Districts, the Faith-based community, Marion and Polk County Services Integration Teams and many others. Salem Hospital and West Valley Hospital will work along-side these agencies to align programs and address the complex issues of tobacco use and obesity.

Health System Information and Vision

Salem Health facilities include Salem Hospital, the Salem Health Regional Rehabilitation Center, West Valley Hospital in Dallas and the Salem Health Medical Clinics spread throughout the mid-Willamette Valley. Salem Health serves patients across Marion and Polk counties.

Mission

To improve the health and well-being of the people and communities we serve.

Our mission expresses our purpose for existing as a tax-exempt health care organization.

Vision

Exceptional Experience Every Time.

2018 Community health reports and needs assessment

In the summer of 2017, Marion and Polk County Health departments provided an update to the 2015 joint community health assessment. The counties worked together on the 2015 plan and took a similar approach

with the update. As in the past, partners including Salem Health, Willamette Valley Community Health, OSU Extension, Early Learning Hub, Inc., and other area hospitals.

Salem Health’s Director of Community Benefits served on Marion Polk Community Health Assessment Steering Committee, representing the Salem Health Hospitals. The Steering Committee developed a vision to ensure the community health assessment represents the whole community by looking at the broad definition of health including the community system and the environment. The update focused on new and emerging data sets and with a particular interest in exploring health disparities and equity.

The Marion and Polk County Health Reports update was published in late 2017 on the Salem Health website at www.salemhealth.org.

Green border = better than Oregon Yellow border = similar to Oregon Red border = worse than Oregon



Demographic, social and economic:

The updated report builds upon the Community Health Assessment conducted in 2015 and contains the most up to date demographic, socioeconomic, and health data for Marion County. When possible, data from the local Coordinated Care Organization (Willamette Valley Community Health (WVCH)) was incorporated into the update report as a comparison point as this group tends to experience different health disparities than the county as a whole. It is important to note that WVCH contains data from both Marion and Polk County residents.

Marion County update — Key demographic findings for Marion County:

- Marion County has a larger percent of residents under 25 than Oregon.
- Marion County has a larger percent of residents that identify as Hispanic/Latino than Oregon.
- Marion County has a higher percent of residents that speak a language other than English at home than Oregon.
- A third of the Marion County population lives outside of the five largest cities in Marion County.

Marion County is located in the Willamette Valley and is the fifth most populous Oregon County, with an estimated population of 336,316. It spans about 1,200 square miles and contains the state capital Salem as well as 19 additional cities. The five largest cities: Salem, Keizer, Woodburn, Silverton and Stayton, are home to 66% of Marion County's total population. The remaining 34% live in one of the smaller 15 cities or on unincorporated land. Those who live outside of the major population areas may experience higher difficulty accessing resources like health care services and healthy foods because smaller cities cannot offer or sustain the variety of services found in larger cities. This means people living outside of the largest cities will likely require a vehicle to access most resources that support healthy lifestyles.

Key socioeconomic findings for Marion County:

- Marion County residents have a lower median household income than Oregon residents and Americans in general.
- A larger percent of Marion County residents (especially residents under 18) live below the federal poverty level than Oregon residents and Americans in general.
- A smaller percent of Marion County residents have attained a college degree than Oregon and United States residents.

Socioeconomic factors may determine fiscal earning power of individuals, which in turn can increase access to support systems that lead to a healthy lifestyle such as access to health care, healthy foods, safe housing, and safe places to exercise.

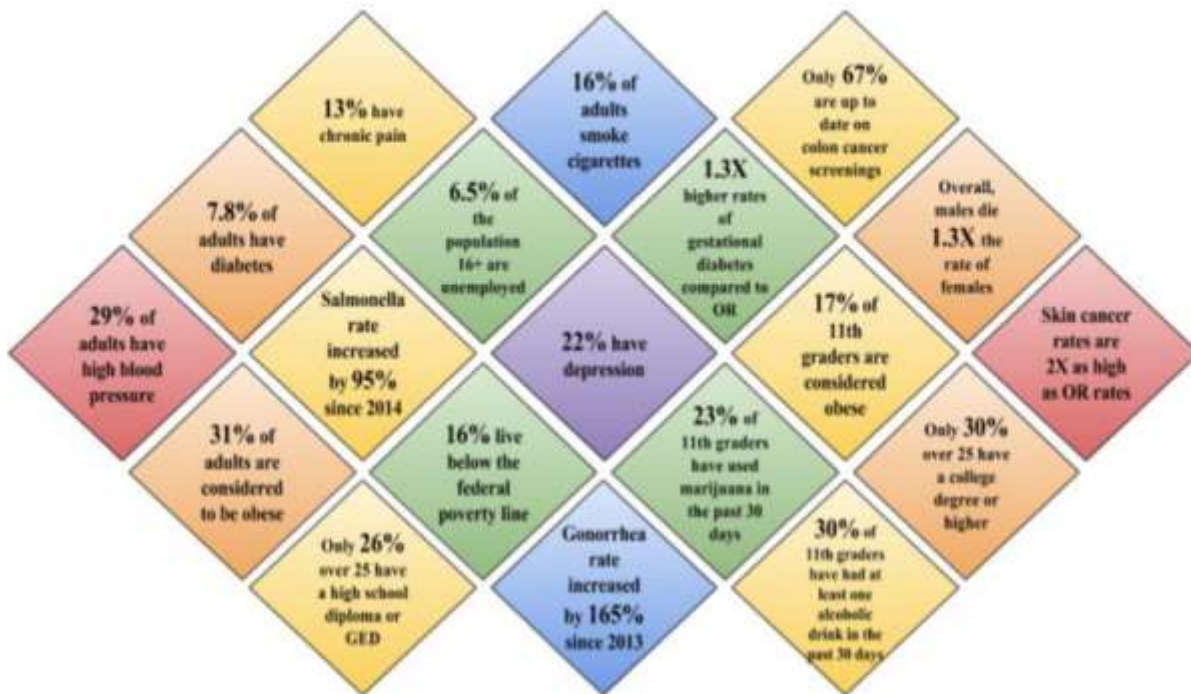
Key access to care findings for Marion County:

According to the census:

- A higher percentage of Marion County residents have public insurance or no insurance than in Oregon and the United States.
- According to the 2011 & 2015 community surveys: A smaller percentage of individuals reported using urgent care and emergency care services as their usual health care source compared to previous years.

- A larger percentage of individuals reported access to all types of medical providers in 2015 than in 2011.
- The largest percentage of Marion County residents reported difficulty receiving eye and dental care.

Key Statistics for Polk County:



Polk County update — Key demographic findings for Polk County:

- Polk County has a larger percent of residents under 25 than Oregon.
- Polk County has a larger percent of residents that identify as White than Oregon.
- Polk County residents are more likely to identify as two or more races, American Indian/ Alaska Native or White than Oregon residents overall.

Polk County is located in the Willamette Valley and spans about 750 square miles¹. Incorporated cities in Polk County include Dallas, Falls City, Independence, Monmouth, Salem (97304) and Willamina. The county seat is located in Dallas. Polk County has a population of 81,823. About 84% of people in Polk County reside in one of the incorporated communities listed above. Although many people reside in incorporated communities, access to services is limited through a lack of public transportation and major highway systems

separating many of our communities. Additionally, there are about 101.8 persons per square mile in Polk County.

Key socioeconomic findings for Polk County:

- Polk County residents have a slightly higher median household income than Oregon residents and Americans in general.
- A larger percent of Polk County residents under the age of 18 live below the federal poverty level than Oregon residents.
- Polk County has fewer people who did not complete high school than Oregon and the rest of the United States.

Key access to care findings for Polk County:

- The uninsured rate in Polk County dropped 8% from 2012(13%) to 2014 (5%).
- As seen in Marion County, gaps still exist in accessing needed care including vision and dental care.

Adolescent mental health

Oregon’s suicide rate in 2015 was 3 times higher than the national average. While Marion and Polk Counties’ rates are lower than Oregon, they are significantly higher than national data and rapidly approaching Oregon rates.

Marion and Polk County Suicide rates 2015	Marion County	Polk County
Suicide deaths, persons 10 -24 years of age	9	23
Suicide rate per 100,000, persons 10-24 years of age	12.35	8.46

**Adolescent and Young adult mental health Willamette Valley Community Health Data
(OHA Profiles 2015)**

Adolescent and young adult	Marion			Polk		
	OHP Pop	% of Pop	Receiving Tx	OHP Pop	% of Pop	Receiving Tx
Children <12 with MH Condition	39,617	27.0%	4.4%	7,267	29.1%	4.8%
Youth 12-17 with MH Condition	16,298	31.5%	12.2%	3,006	34.8%	13.0%
Youth 12-17 with SU Condition	16,298	7.5%	1.9%	3,006	7.5%	2.0%
Young Adults 18-25 with Mild/Mod MH Condition	16,708	24.5%	5.0%	3,527	26.7%	5.8%
Young Adults 18-25 with Serious MH Condition	16,708	7.5%	4.1%	3,527	8.4%	4.8%
Young Adults 18-25 with SU Condition	16,708	20.2%	2.8%	3,527	20.2%	3.5%

The Community Benefit Implementation Plan has been developed following the publication of the Marion and Polk County Community Health Report Update. The plan aligns hospital community benefit investments with identified needs in Marion and Polk Counties. It also describes the commitment to meeting the unmet cost of care for low income community members and describes other traditional community benefit expenses related to medical workforce development, student programs, community and clinical research, cash and in-kind contributions, as well as community benefit operations.

2018-2020 Community Health Improvement Priorities

Based on the data and recommendations from the 2017 Marion Polk Community Health Report Update, Salem Health leaders have chosen to support and align community benefits with three priority areas. These priorities included adolescent mental health, obesity and tobacco use. Obesity and tobacco use will be addressed through the collective impact work of the Community Health Improvement Partnership. Marion and Polk County Public Health departments lead this work, and Salem Hospital and West Valley Hospital are one of many partners that align and leverage resources to improve health outcomes.

Community Benefit Activities to address Community Health Priorities

Priority	Goal	Initiative	Hospital	Key Outcomes
Obesity	Support Built Environment	Public and Active Transportation	Salem Hospital West Valley Hospital	To reduce the proportion of Marion and Polk Counties adults who are obese to meet or exceed the Healthy People 2020 goal of 30.6%
	Health Education	Physical Activity/Nutrition Classes	Salem Hospital	
	School Wellness	5210, CATCH Early Learning, Safe Routes to School	Salem Hospital West Valley Hospital	
	Address Social Determinants of Health	Service Integration Teams	Salem Hospital West Valley Hospital	
Tobacco Use	Support Built Environment	Smoke Free Campus and Parks	Salem Hospital West Valley Hospital	To reduce the percent of Marion and Polk County adult who smoke cigarettes to meet or exceed the Healthy People 2020 goal of 12%.
	Policy Change	Tobacco 21 Advocacy	Salem Hospital	
	Provide Health Education	Freedom From Smoking	Salem Hospital	
Adolescent Mental Health	Develop community strategic framework to improve adolescent mental health	On-going cross-sector collaboration to address the complex social and environmental challenges impacting youth	Salem Hospital West Valley Hospital	To increase the number of teens in Marion County and Polk Counties that have had no poor mental health days in the past 30 days to greater than 70% and to decrease the proportion of suicides in Marion and Polk County to meet or exceed the Healthy People goal of <10.2 Suicides per 100,000.

Adolescent mental health is a new priority for Salem Health. Over the next three years, the hospitals will complete an assessment and convene stakeholder to better understand the scope of the problem and root cause(s). The approach will build upon community assets and implement evidence based strategies known to improve behavioral health outcomes. Salem Hospital and West Valley Hospital will combine community benefit investments which may include human resources, technical assistance, grants, cash and in-kind donation and advocacy efforts, with those of community partnering agencies to improve adolescent mental health. The work will be accomplished through strong community partnerships with Marion and Polk County Behavioral Health Departments, County Public Health, Willamette Valley Community Health, Mid-Valley Community Action Agency, Northwest Human Services, Boys and Girls Club of Marion and Polk County, Salvation Army Kroc Center, Salem Keizer Education Foundation, non-profits, school districts, health and human services agencies and faith-based family service providers.

With the support of Salem Hospital and West Valley Hospital, the community will explore and prioritize interventions known to improve the mental health status of adolescents, which may include:

- Early evaluations and interventions
- Team-based services
- High family involvement
- Peer support and pro-social activities
- Integrated MH & Addictions work
- Coordination with primary care physician
- Social determinants addressed along-side treatment

Other Community Benefit Expenses:

Unmet Cost of Care, Financial Assistance and Subsidized Health Services

Cost of health care, cost of insurance and access to care are top concerns for residents and social service providers from all regions of the Marion and Polk counties. Salem Hospital and West Valley Hospital continue to provide highly supportive financial assistance with full cost of care provided at less than 300% of federal poverty level (FPL) and subsidies up to 400% of FPL. The largest contribution of the hospitals' community benefit investments continue to ensure that those with the least ability to pay receive high quality health services in Marion and Polk Counties. Salem Health community benefits will:

- Provide health care services to individuals who cannot afford to pay and increase awareness of the financial assistance policy among patients and individuals within the diverse Salem Hospital primary service area.
- Provide cash and in-kind support to Salem Free Clinic and Project Access
- Subsidize health services and school-based health programs

Workforce Development

Provider recruitment by Salem Health with expansion of the Salem Health Medical Group to meet the health needs of the community is an implementation strategy that improves access to care, promotes preventative health services and decreases the burden of chronic disease. The patient-centered medical home (PCMH), a team based health care delivery model led by a health care provider, provides comprehensive and continuous medical care to patients with the goal of obtaining maximized health outcomes.

In Marion County the top causes of death reported were cancer, heart disease, and stroke. In Polk County leading causes of death were heart disease, Alzheimer's disease and lung cancer. PCMH in Marion and Polk County is a strategy for disease prevention, early detection and screening, as well as treatment.

Expansion of the primary care medical home, team based care, and support for school based health centers are key strategy for addressing the health priorities identified in the needs assessment, most notably obesity, tobacco and poor adolescent mental health. Primary care providers are well positioned to support, counsel and treat patients and families to achieve optimal health outcomes.

Health Professional Education

Health professional education is identified as a community benefit strategy for both Salem Hospital and West Valley Hospital that enhances the expertise and skills among the community's health care workforce. Investing in health professions, not only promotes career growth but it creates a local pipeline of qualified candidates for health care professions that are facing workforce shortages.

The growing and aging population, the increasing diversity of the population, the increasing number of people living with chronic diseases, the advancing of medical technology, and the aging health care workforce are major factors contributing to Oregon's health care workforce demand.

Health Research

Salem Hospital is a Magnet designated health center concerned about the long-term welfare of the community at large and therefore, the community benefit plan includes a commitment by investing in research activities. The Department of Nursing Research & Quality includes Clinical Nurse Specialists (CNSs), nurses in expanded roles. Clinical Nurse Specialists influence care outcomes by providing expert consultation for nursing staffs and other members of the interdisciplinary team, and by implementing improvements in health care delivery systems. CNSs provide leadership, education, consultation, and participate in collaboration and guide research as well as scholarly inquiry.

Community Benefit Operations

The Community Benefit Committee of the Board of Trustees is responsible for the direction of the Community Benefit Implementation Plan. Salem Health employs a Director of Community Benefits

responsible for operational oversight of community benefit activities. The director provides leadership to connect, frame and measure community benefit programs system-wide, and collaborates with the leadership in primary service areas to meet established needs and improve community health outcomes. With the support of a steering committee made up of representation from Salem Health Finance, Community Relations, Foundation, Clinical Services and Executive Leadership, the community benefit office coordinates the community needs assessment, coordinates system wide community benefit activity tracking and generates community benefit reports.

Financial and In-Kind Contributions

Salem Hospital and West Valley Hospital funds and provides in-kind support to entities not affiliated with the organization in the form of cash donations to tax-exempt organizations, grants to other service agencies, or in-kind donations such as meeting rooms and supplies. Success of a community benefit program is dependent upon interagency or intergovernmental collaboration, and cooperation and the ability of agencies to share resources. Resource sharing represents Salem Health's commitment to something larger than the single focused organizational goals. Salem Hospital and West Valley Hospital seek out opportunities to enter into relationships with other agencies to achieve shared community benefit goals and respond to the established needs of our community.

Adoption of Implementation Strategy

On Dec. 1, 2017, the Chair of the Community Benefit Committee of the Board of Trustees for Salem Health reviewed and approved the 2018-2020 Implementation Plan for addressing the needs identified in the 2017 Marion and Polk County Community Health Report update. Salem Hospital and West Valley Hospital Hospitals' implementation plan specifies community health needs that are consistent with its mission. The hospitals reserve the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives.