

Salem Health Hospitals and Clinics

Community Health Implementation Plan

2025-2028

In 2025, Salem Health Hospitals and Clinics (SHHC) partnered with Marion and Polk County Public Health Departments, Santiam Hospital, Legacy Silverton, Willamette Health Council, PacificSource Community Solutions and multiple community-based organizations to conduct and publish the Community Health Needs Assessment (CHNA). This group is commonly referred to as the Marion Polk Community Collaborative (“Collaborative”).

Following careful review of the findings from the CHNA, the Collaborative initially identified six areas, which included access to care and community safety. The Collaborative later narrowed their three areas of focus for the two-county wide community health implementation plan to 1) access to care; 2) housing stability and 3) mental health and substance use. The Collaborative has begun work on goals and objectives for the final three priorities and plans to publish its full plan in January 2026. Salem Health is an active partner in that work.

In addition to that work, Salem Health Hospitals and Clinics creates its own Community Health Implementation Plan, aligning with unmet community needs and organizational strategies. SHHC is dedicated to being a steadfast and thoughtful partner to the communities we serve, impacting health outcomes through a multitude of collaborations. We strive to demonstrate our commitment by focusing our efforts and resources on the areas of highest need. We have chosen to narrow the priorities for Salem Health Hospitals and Clinics’ community health implementation plan to **Access to Care** and **Community Safety**. While the Collaborative lists “belonging” as an element of its Mental Health and Substance Use priority, SHHC felt the current state of increased gun violence and violent assaults in our community deserved special attention. There is significant community engagement around this issue currently and we have established working partnerships with law enforcement and several community-based organizations which have also made this a focus of their work.

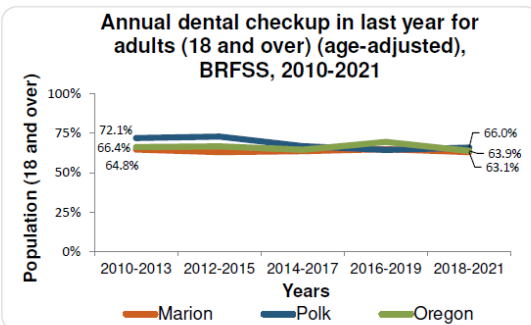
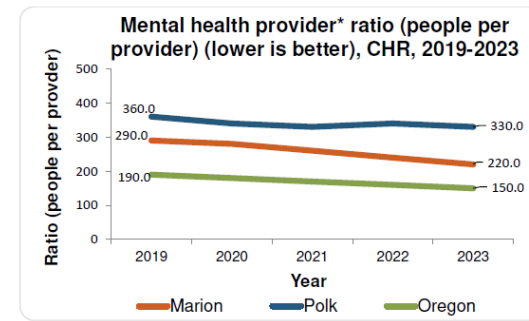
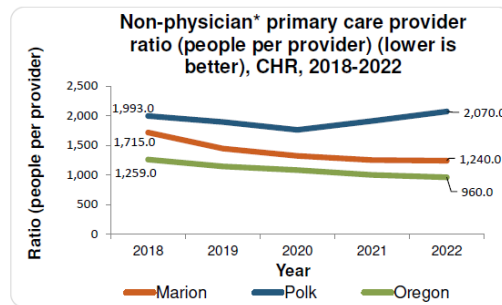
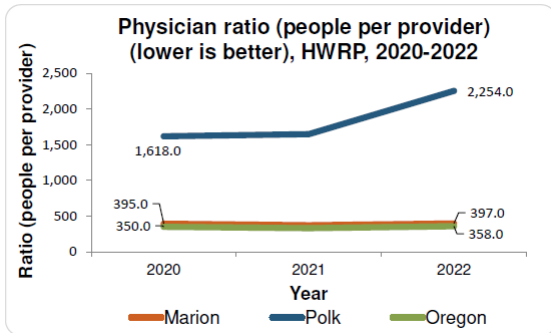
Salem Health Hospitals and Clinics identifies other emerging community needs and organizational strategies as part of a regular check and adjust and mid-year reflections with our board of trustees.

ACCESS TO CARE

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

This goal supports Goal # 3 in the Collaborative's CHIP "Increase Utilization of preventative care" and Tactic # 2 "Expand the availability of preventative care services"

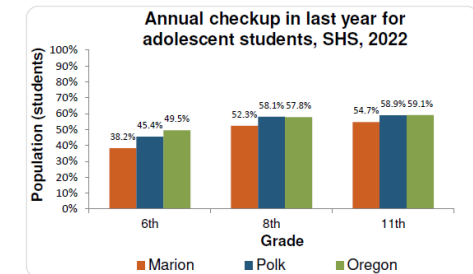
Identified Needs



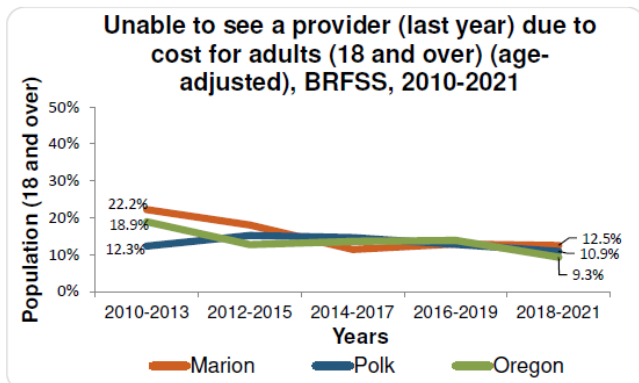
Adult annual routine checkups by demographics (18 and over), BRFSS, 2018-2021

Population	Marion	Polk	Oregon
Age (%)			
18 – 34	61.8%	67.2%	58.2%
35 – 54	72.7%	70.0%	65.0%
55+	83.6%	83.6%	79.0%
Sex* (%)			
Female	77.7%	77.3%	71.9%
Male	66.7%	67.9%	62.0%
Health Insurance* (%)			
Any insurance	76.0%	76.1%	68.9%
No insurance	45.0%	45.8%	38.4%

* - Age-adjusted



While access to care has seen significant progress over the last decade through the Affordable Care Act (see chart below) Marion and Polk counties continue to experience challenges due to a shortage of providers (see charts above). This includes dental and mental health providers as well as primary care providers, all of which play an important role in preventative care. As we face uncertainty regarding the future of Medicaid funding, there is the potential people will lose their insurance, or not even attempt to requalify, avoid visiting a provider due to concerns about cost and results in more visits to the emergency room. Level 5 visits, which are categorized as visits that could have been seen by Urgent Care or Primary care have remained steady over the past five years, hovering around 1.4% of all SHED visits.



	level 5 Visi	Percent of total ED visits		
FY2025	1224	1.0%		
FY2024	1563	1.4%		
FY2023	1756	1.6%		
FY2022	1562	1.5%		
FY2021	1257	1.3%		

Hypothesis

If we increase awareness of the importance of preventative care and connect people to insurance and providers where possible, then we will prevent the number of level 5 visits in our SHED from increasing.

Process Metric	Outcome Metric
Expand and improve access through health screenings - Ensure screenings occur in each of four service regions (North Marion, Polk Co, Salem-Keizer and East Marion Co.) - Have provider presence at each screening - OHP or Marketplace application assistance at each screening - Partner with a minimum of three community-based organizations offer services connected to health or social determinants of health.	- Average 30 appointments per screening (180 people served in year 1) 50% or more of screenings will target rural areas and underserved populations 100% of people with abnormal results will be referred to follow up care

Work with SHMG primary care providers to ensure a seamless transition for patients referred for follow up	• 100% of people referred will receive a follow up call from CHEC within 45 days of screening – track results: Did they act on referral? Y N • 75% of those referred will have the opportunity to see a provider within 45 days of screening. • Prevent level 5 visits from increasing beyond 1.5% of all SHED visits.
Conduct free sports physicals for students three times in FYF 2026.	Complete physicals for 350 students in our region
Complete a full review of health education classes offered at CHEC and online for 1) alignment with identified priorities in SHHC CHIP and 2) for current availability in community (assess need vs. gap.)	Create a system that ensures classes being offered are 1)meeting identified community needs 2) what the community wants and 3) are not being met by others in the community already.

COMMUNITY SAFETY

Everyone deserves to live in a safe home, neighborhood and community.

This goal supports the Marion Polk Collaborative Priority Mental Health and Substance Use - Goal #2 “Increase Sense of Belonging”

Tactic #3: “Support community based, culturally responsive and trauma informed practices, services and programs to address physical and psychological safety”

Identified needs

Figure 2. Salem Homicides & Nonfatal Shootings: 2018 - 2022

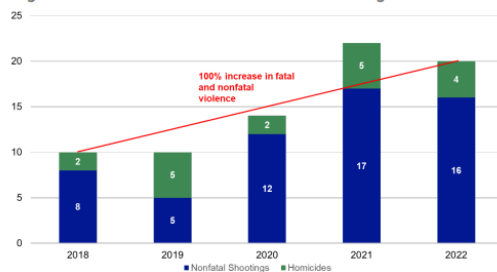
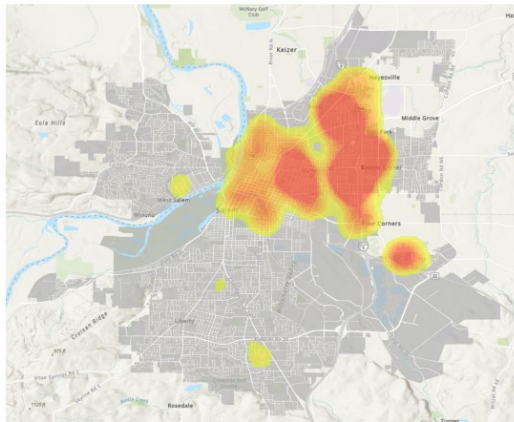
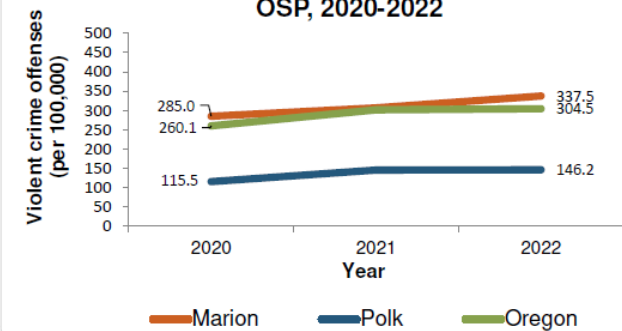


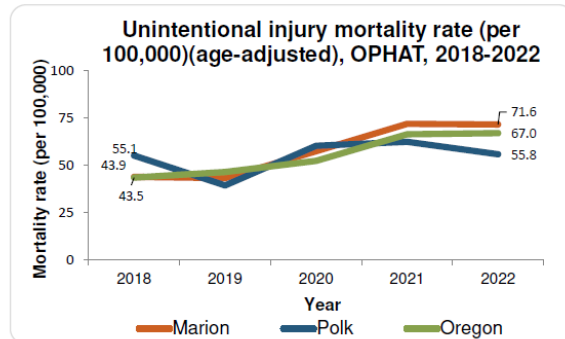
Figure 6. Kernel Density Analysis of Homicides/Shootings 2018-2023



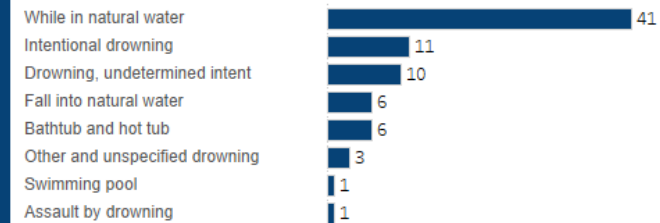
Violent crime offense rate (per 100,000),
OSP, 2020-2022



Community safety, which includes efforts to reduce violence and crime, was an emerging need on the 2025 Community Health Needs Assessment. It was identified as the 4th most needed area of improvement in the community surveys conducted for the needs assessment. Community safety also includes injury prevention. Unintentional injuries were the third leading cause of death in our community and increased from 2018-2022. While falls and motor vehicles were the leading causes of accidental death, firearm injuries (any intent) are also of concern. In 2022, 23% of 11th graders in Marion county and 39% of 11th graders in Polk county said they could access and use a firearm if they wanted. Finally, due to the nature of where we live, water safety is an important area of focus. In 2023, 68 people in Oregon died from accidental drowning, and more than half occurred in natural waters.



Injury detail (Select an injury type above)



2023 Drowning detail from [OHA Center for Health Statistics](#).

Hypothesis

If we increase awareness and education about injury prevention and evidence-based crime prevention tactics, then we will improve health outcomes.

Process Metric	Outcome Metric
Lead stakeholder workgroup to decrease community violence	Reduce violent shootings in Marion County by 25% by June 2027
<i>Summary: Salem Health convened a group of community stakeholders in January 2025 to address concerns about the alarming increase in gun violence in Salem and Marion County. The group has identified multiple strategies to address crime and is working together to include others in the community and implement the strategies. (See OHA grant below)</i>	
Partner with community organizations, law enforcement and other EMS providers to offer community resources to improve physical safety, build trust and reduce crime at a minimum of six community events	Lower toxic stress felt by residents of impacted neighborhoods by 25%
Increase enrollment in Be Smart Gun Safety classes by 50%	Reduce accidental shootings in Marion and Polk counties by 10% by June 2027 (year 2 – incremental goals to be set)
Increase the number of children fitted for life jackets by 100% in FY2026 and by 50% in in FY2027 (Year over year)	Reduce accidental drownings in Marion and Polk counties. (in 2023, there were 4 accidental drownings in Mar&Polk co)

Additional metrics depending on grant funding

In partnership with the stakeholders included in the violence prevention work group, SHHC has applied for a grant through Oregon Health Authority to launch a hospital associated violence interruption program (HVIP) in Salem Hospital ED and in the community by using credible messengers. HVIPs leverage the unique opportunity presented during hospitalization to engage victims of violence, providing immediate support, and connecting them with long-term resources aimed at breaking the cycle of violence. The same violence prevention specialists will act as credible messengers in the community and reach out to mediate conflicts at the street level to prevent them from escalating to violence. The grant includes a community empowerment

element, encouraging residents in impacted neighborhoods to mobilize, build trust with law enforcement and make the changes they want to see in their neighborhood. Grant awards occur in January 2026. If we receive the grant, the following metrics will be added to the CHIP:	
Process Metric	Outcome Metric
Intervene with a minimum of 20 victims of violence crime in SHED through June 2027	1)Reduce the number of shootings and stabbings in Salem and surrounding areas by 25% 2) Improve SHED staff and providers attitudes about safety and stress by 25% from baseline survey
Log a minimum of 100 interactions with high risk individuals by June 30, 2027.	Reduce the number of shootings/stabbings related to personal disputes and/or retaliation in Salem and surrounding areas by 25%
Participate in a minimum of 5 events designed to connect residents with one another and with law enforcement	Lower toxic stress felt by residents of impacted neighborhoods by 25% (current score is 19 on perceived stress scale from baseline survey)
Work with community partners to create and disseminate resource packets to impacted neighborhoods	