



LEGACY
HEALTH

Silverton Hospital

DBA

Legacy Silverton Medical Center

*Community Health
Improvement Plan*

FY 2020



Mission

*Our legacy is good health for our people,
our patients, our communities, our world*

Vision

To be essential to the health of the region

Values

*Respect • Service • Quality • Excellence
Responsibility • Innovation • Leadership*



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Legacy Silverton Medical Center

COMMUNITY HEALTH IMPROVEMENT PLAN

Executive summary

The 2020 Legacy Silverton Medical Center Community Health Improvement Plan (CHIP) is the strategic implementation plan for Legacy Silverton Medical Center's 2020 Community Health Needs Assessment (CHNA). The 2020 CHNA was developed to respond to community health needs identified in the 2019 Marion-Polk Community Health Assessment (CHA) conducted by Marion and Polk counties.

Legacy Silverton Medical Center participated in the Marion-Polk CHA Steering Committee that provided direction for the MAPP (Mobilizing for Action through Planning and Partnerships) process and development of the Marion-Polk Community Health Assessment. The Marion-Polk CHA Steering Committee was comprised of members from Marion and Polk county public health agencies, the regional coordinated care organization, hospital organizations, academia, community-based organizations, transportation and local governmental agencies.

Tied to our mission of improving the health of the community, this community health improvement plan is intended to guide Legacy Silverton's community-focused work, including investments and community health efforts based on prioritized health needs identified in the CHNA. This plan is focused on the Marion County area, the primary service area for Legacy Silverton Medical Center. Each prioritized focus area is aligned with strategies and indicators for measuring outcomes.

The strategies and outcomes will be continuously assessed and revised as needed to address community needs. Legacy Silverton believes that multi-year sustainable partnerships with the community have strong potential to impact long-term health status. Therefore, the Legacy Silverton CHIP includes both continued effective strategies as well as new strategies. This plan is not intended to be an exhaustive listing of all our efforts to address community needs, but rather an overview of prioritized focus areas and strategies tied to measurable actions.

Responding to COVID-19

The COVID-19 pandemic has presented unforeseen challenges within our communities. The health and economic impacts of this crisis continue to grow and evolve. The economic implications of COVID-19 have constrained the availability of resources and will require us to re-direct funding and develop new strategies in response to emerging community needs.

As we enter unprecedented times, we will continue to leverage community collaborations to maximize resources and identify new ways to engage the community. While our current conditions are uncertain, Legacy Health remains committed to our most vulnerable and underserved communities.

Introduction

Our vision at Legacy Health is to be essential to the health of the region. Legacy Health remains committed to our mission and fulfills its commitment to the community through its partnerships and community investments. Legacy participates in the development of the CHNA led by the Marion County and Polk County health departments, and develops a hospital-specific CHIP.

The CHNA and CHIP are conducted in accordance with the Patient Protection and Affordable Care Act (ACA), IRS Section 501(r)(3), which requires tax-exempt hospital facilities like ours to conduct a CHNA, and corresponding CHIP, once every three years. The CHNA and CHIP are approved by the Legacy Silverton Board of Directors and made available to the public in compliance with IRS requirements.

About Legacy Health

Legacy Health is a nonprofit health system with six hospitals. Services include dedicated children's care at Randall Children's Hospital, as well as lab, research and hospice. Legacy also includes more than 70 primary care, specialty and urgent care clinics, as well as almost 3,000 providers who are either employed, on the medical staff or part of Legacy Health Partners. Among our major partnerships are PacificSource Health Plans and the Unity Center for Behavioral Health. Legacy Health employs more than 13,000 people across its two-state region and focuses its resources on caring for those in our communities, especially marginalized individuals in need. The system's mission is:

*Our legacy is good health for
our people, our patients,
our communities, our world.*

Legacy Silverton Medical Center (LSMC) is a nonprofit regional hospital located in Silverton, Oregon. LSMC is in the heart of the Willamette Valley, about an hour south of Portland and 20 minutes east-northeast of the state capital, Salem. Founded in 1917, the 48-bed facility moved to its current location in 1938.

A full-service community hospital, LSMC offers a comprehensive mix of services, many of which are not typically found in a hospital of its size. These services include a Level IV trauma center, a 24-hour emergency department, family birth center, diagnostic imaging, orthopedics/sports medicine, nutrition services and wound care and infusion services.

In addition, Legacy Health is part of a collaborative providing psychiatric emergency services at Unity Center for Behavioral Health (Unity). Unity is a joint effort of Adventist Health, Kaiser Permanente, Oregon Health & Science University and Legacy Health. It is the first collaborative medical initiative of its kind in the Pacific Northwest.

Summary of CHIP planning process

The Legacy Health Community Benefit CHIP planning team engaged hospital leaders, subject experts and community partners to provide input in the CHIP process. The COVID-19 pandemic presented unforeseen circumstances during the CHIP formation period including physical distancing requirements and pandemic response-related time commitments.

The CHIP planning and development process was as follows:

- Legacy Health Community Benefit planning team drafted the 2020 Legacy Silverton Medical Center CHIP according to results from the 2020 Legacy Silverton Medical Center CHNA.
- Legacy Health Community Benefit sought input from Legacy Health leaders, clinical leaders and Marion County community partners with subject-matter expertise in the prioritized health needs.
- Legacy Health Community Benefit gathered and incorporated subject matter expert input into the CHIP.
- The Legacy Silverton Medical Center Board of Directors reviewed and approved the Silverton CHIP.

In this rapidly changing time, Legacy Health Community Benefit anticipates strategies and indicators may change and will make necessary updates to this published document on an ongoing basis.

Purpose of this Plan

Legacy Silverton Medical Center completed a Community Health Needs Assessment (CHNA) in 2020. The Legacy Silverton 2020 CHNA summarizes findings from the 2019 Marion-Polk Community Health Assessment. Marion and Polk County Health Departments conducted the community health assessment in collaboration with local health, education, and transportation sectors, community-based organizations and local authorities guided by the Marion-Polk Community Health Assessment Steering Committee and Core Group.

This Legacy Silverton Medical Center Community Health Improvement Plan (CHIP) responds to the needs identified in the 2019 Marion-Polk Community Health Assessment and priorities established in Legacy Silverton Medical Center's 2020 Community Health Needs Assessment. Guided by Legacy Health's mission of improving the health of the community, the 2020 Legacy Silverton CHIP will guide Legacy Health's community health efforts and investments based on the prioritized needs identified in the assessment.

A comprehensive approach was used to develop the Legacy Silverton 2020 CHIP that included adapting the framework of 2017 Silverton CHIP, a review of best and promising community health practices, and community and expert feedback. The following resources and factors were used to develop and prioritize the health improvement strategies:

- Marion County CHNA 2019
- Legacy Silverton 2020 CHNA
- Continuity with Legacy Health's 2017 CHNA and CHIP
- Legacy Health resources and expertise
- Legacy Health's ability to impact change

Summary of priority needs and focus areas

The 2020 Silverton Medical Center Community Health Needs Assessment identified health-related needs across the Marion and Polk county region. Legacy Silverton grouped the health needs identified in the 2019 Marion-Polk Community Health Assessment into three broad categories of need:

- Access to Care
- Behavioral Health
- Social Determinants of Health

Priority focus areas

In the course of our work, we determined that emphasis on these priority focus areas would provide Legacy Health with the best opportunities to impact the community's health.

Access to Care

- Primary and preventive care
- Health coverage programs
- Culturally competent health services

Behavioral Health

- Integrated behavioral health services

Social Determinants of Health

- Food security and healthy foods
- Education and meaningful employment
- Supportive housing services

The prioritized focus areas identified in this implementation plan will be addressed through health service delivery, community partnerships, community investments, and funding for evidence-based health programs and services.

Implementation strategies

Access to Care

Goal — Community members have access to quality health care services, programs and resources that improve their health status.

Priority areas

- Primary and preventive care
- Health coverage programs
- Culturally competent health services

PRIORITY Primary and preventive care	
Objective — Improve access to primary, preventive and chronic-condition health care for low-income and uninsured individuals	
Strategies	Indicators
Provide patient-centered primary care home (PCPCH) at Legacy Health for contracted Oregon Health Plan members in coordination with PacificSource Community Solutions.	Percentage of OHP/Medicaid members who have their PCPCH with Legacy Health. Percentage of OHP/Medicaid members who had an annual preventive health care examination with a Legacy Health PCPCH in the last 12 months.
Support community-based health clinics and federally qualified health centers to address primary care and preventive care for chronic disease.	Number of patient visits (of any kind) Percentage of patients receiving preventive screening in last 12 months

PRIORITY Health coverage programs	
Objective — Increase access to health coverage programs for low-income and uninsured individuals	
Strategies	Indicators
Invest in community-based organizations that coordinate access and navigation to specialty care services and medication assistance programs.	Number of individuals referred to services
Invest in community-based organizations that help individuals gain access to health coverage programs.	Number of individuals enrolled in health coverage programs

PRIORITY Culturally competent health services

Objective — Increase diversity and cultural competency of the health care workforce to better reflect the community being served

Strategies	Indicators
Support diversification in Legacy Health system employment hiring practices.	Percentage of workforce that identify as non-white Number of internships provided
Support Legacy Health education and workforce training on inclusive work environment and culturally and linguistically appropriate health care services.	Number of new managers participating in inclusive work environment trainings
Support community-based initiatives to improve workforce utilization of traditional health workers (THW).	Number of certified THWs in Marion County

Access to Care — Community resources

Organizations

- Familias en Accion
- PacificSource Community Solutions
- Liberty House
- Mano a Mano
- Marion County Health Department
- Northwest Family Services
- Oregon Community Health Workers Association
- Oregon Latino Health Coalition
- Project Access Network
- Salem Health Foundation
- Salud Medical Center
- Silver Falls School District Equity Council
- Willamette Health Council
- WorkSource Oregon

Implementation strategies

Behavioral Health

Goal — Expand access to behavioral health services to improve health outcomes and resiliency-building for youth and adults in Marion County.

Priority area

- Integrated behavioral health services

PRIORITY Integrated behavioral health services	
Objective — Improve access to behavioral health and mental health services and treatment for low-income youth and adults	
Strategies	Indicators
Provide behavioral health and substance use disorders screenings for Legacy Health primary care patients.	Percentage of patients 12 years or older receiving preventive screening for depression on encounter Percentage of patients with positive screen for major depression with documented follow-up plan
Provide access to integrated behavioral health services for Legacy Health primary care patients.	Percentage of patients screened for behavioral health who are provided treatment at LMG
Support community-based organizations providing access to behavioral health services and treatment.	Percentage of patients receiving preventive screening for depression or chemical dependency
Support community-based programs providing behavioral health services for youth and assessment and treatment for adverse childhood experiences (ACEs).	Percentage of patients screened for ACEs Percentage of patients 12 years of age and older who were surveyed for depression with a standardized tool and, if screening was positive, had a follow-up plan documented

Behavioral Health — *Community resources*

Organizations

CARES Northwest

Liberty House

Mental Health and Addiction Association of Oregon (MHA AO)

National Alliance on Mental Illness (NAMI) Oregon

Unity Center for Behavioral Health

Implementation strategies

Social Determinants of Health

Goal — Address social and economic conditions to improve the ability of vulnerable and marginalized populations to live with dignity, safety, health and economic security

Priority areas

- Food security and healthy foods
- Education and meaningful employment
- Supportive housing services

PRIORITY Food security and healthy foods	
Objective — Improve food security and access to healthy foods for youth, adults and families in Marion County	
Strategies	Indicators
Support food banks, food pantries and meal programs to promote healthy eating and access to nutritious foods for children, adults and families.	Pounds of food distributed Number of individuals served Distribution of food by geographical area
Develop and implement food insecurity screening for Legacy Medical Group primary care patients.	Number of LMG clinics using food insecurity screening Percentage of patients screened
Participate in policy, systems and environmental change (PSE) strategies addressing food insecurity for low-income and minority populations.	Number Legacy employees serving on boards, committees and task forces addressing this issue

PRIORITY Education and meaningful employment	
Objective — Enhance access to educational opportunities, workforce readiness programs and living wage employment for minority and low-income youth and adults in Marion County.	
Strategies	Indicators
Participate in state and regional workforce boards to develop policy, systems and environmental change (PSE) strategies that increase access to workforce readiness programs for low-income and minority populations.	Development of a common agenda and goals across partners
Support and invest in community-based workforce readiness and training programs serving low-income and minority populations	Number of low-income and minority individuals served
Support early childhood and youth education programs that address kindergarten readiness and attainment of academic benchmarks	Percentage of children age 5 who attain kindergarten readiness Percentage of youth ages 6–18 who achieve academic readiness benchmarks

PRIORITY Supportive housing services

Objective — Increase access to affordable housing and housing support services for vulnerable community members

Strategies	Indicators
Participate in cross-sector partnerships working on policy, systems and environmental change (PSE) strategies to address affordable housing and integrative housing support services in Marion County	Number of Legacy employees serving on boards, committees and task forces addressing this issue
Invest in community-based organizations providing housing support services in Marion County	Number of individuals served Number of people housed who were previously unhoused

Social Determinants of Health — Community Resources

Organizations

- AWARE Food Bank
- CAPACES Leadership Institute
- Coalition of Communities of Color
- Ecumenical Ministries of Oregon
- Familias en Accion
- Girls, Inc.
- IRCO
- Legacy Health Workforce Development
- Marion County Housing
- Marion-Polk Food Share Oregon
- Mid-Willamette Valley Community Action Agency
- Oregon Association of Minority Entrepreneurs
- Oregon Food Bank
- Oregon Workforce and Talent Development Board
- Partners for a Hunger-Free Oregon
- Playworks
- Salem Keizer Coalition for Equality
- Silverton Area Community Aid
- Silverton School District
- Skanner Foundation
- WorkSource Oregon
- Woodburn School District
- Woodburn Farmworker Housing Development Corporation
- Willamette Workforce Partnership (Marion, Polk and Linn counties) Responsive

Health needs identified but not addressed

No singular hospital facility can address all the issues present in our community. Through our partnerships in Marion County, we are confident these needs are being addressed by other community organizations. At Legacy Silverton Medical Center, our top priority has been — and continues to be — a focus on the issues which have the greatest impact on the health of our community and where we can effect the most change. We are doing all that we can to address these issues.

For questions or more information

If you have any questions or wish to obtain a copy of this improvement plan, please email us at **CommunityBenefit@LHS.org**.

References

Catholic Health Association of the United States (2015) — chausa.org

Center for Medicaid and Medicare Services: 2019 CMS Web Interface, PREV-12 (NQF 0418): Preventive Care and Screening: Screening for Depression and Follow-up Plan — https://qpp.cms.gov/docs/QPP_quality_measure_specifications/Web-Interface-Measures/2019_Measure_PREV12_CMSWebInterface_UPDATED.pdf

Health Resources and Services Administration (HRSA), Uniform Data System (UDS) — <https://bphc.hrsa.gov/datareporting/reporting/index.html>

Oregon Workforce and Talent Development Board — <https://www.oregon.gov/workforceboard/Pages/index.aspx>



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