

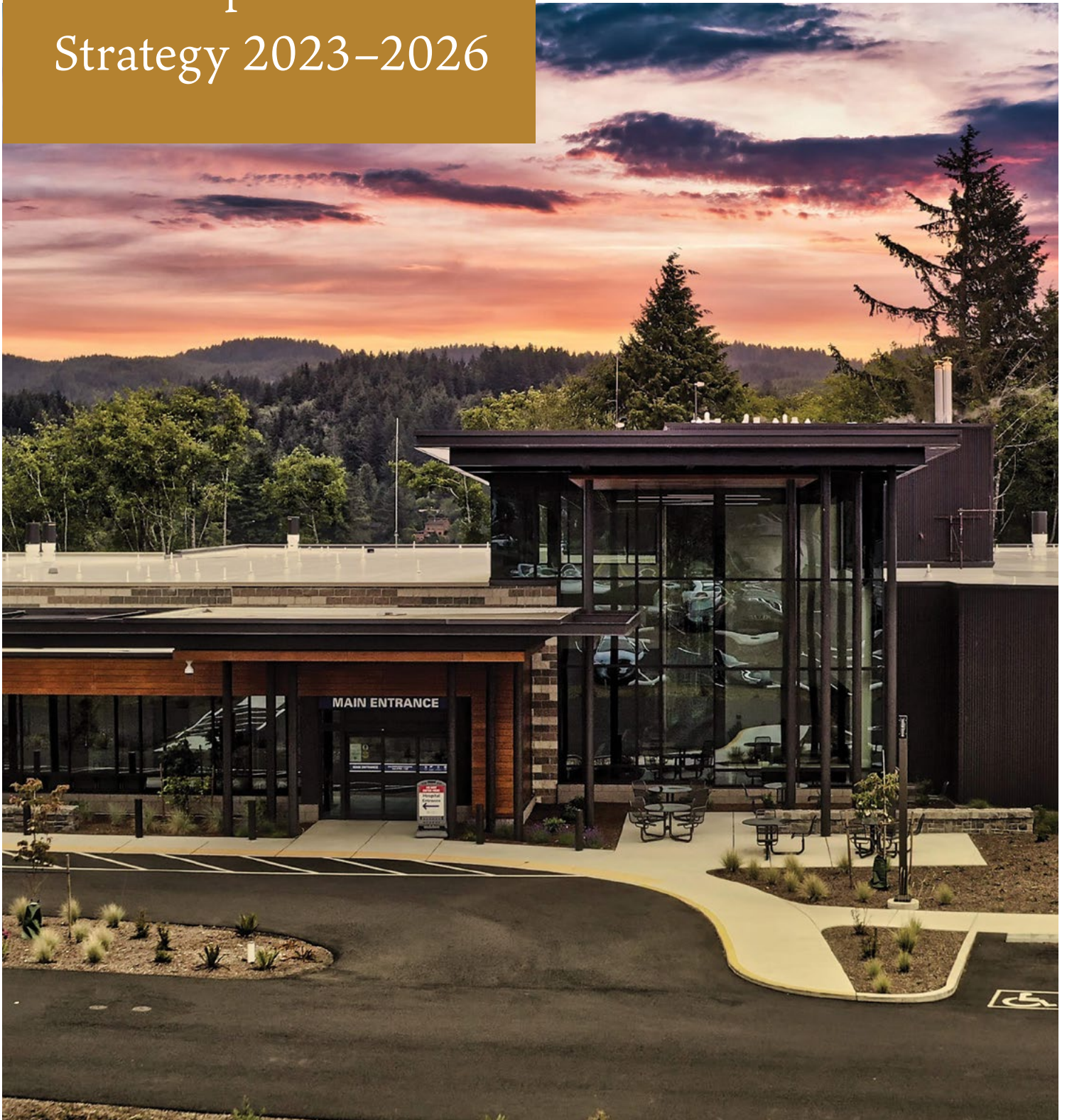
SAMARITAN NORTH LINCOLN HOSPITAL

Community Benefit Plan Implementation Strategy 2023–2026



Samaritan
Health Services

Building healthier communities together





A MESSAGE FROM OUR CEO

At Samaritan North Lincoln Hospital, we believe strongly in our commitment to improving the health of Lincoln County communities. Our community benefit efforts aim to expand

equitable access to care, increase social supports for families and children, and improve individual health for all community members.

We work closely with local organizations to provide services that support these goals. Our board of directors, which reviews and approves our Community Benefit Plan Implementation Strategy, consists of hospital staff, physicians and community members. This helps us to know the communities in which we live, work and play, and to see where and how to address their needs.

We implement specific community benefit activities by offering workshops, classes and support

groups to community members with specialized health needs. We provide our staff with education and professional development to keep them trained on the most up-to-date medical procedures, and we contribute to local and regional community organizations through grants and in-kind donations.

As an organization, we listen to community needs and provide services and supports that address the social determinants of health in order to improve overall health. We are proud to be part of a network of Lincoln County partners who work together to create healthier communities for all.

In this document, you will find our goals and health priorities, which will direct our community benefit efforts for the next three years.

Dr. Lesley Ogden

Chief Executive Officer

Samaritan North Lincoln Hospital

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INTRODUCTION

Community benefit remains a central concept for Samaritan Health Services (SHS) as well as for Samaritan North Lincoln Hospital (SNLH).

The 2023–2026 *Samaritan North Lincoln Hospital Community Benefit Plan Implementation Strategy* is a result of the 2022 Community Health Needs Assessment (CHNA) that identified significant health needs, goals and priorities in Lincoln County. This plan will guide our efforts as we build healthier communities together.

As our communities grow and the health care professions continue to undergo transformation, community benefit efforts will become increasingly important. This plan reflects a significant step toward positioning SHS and SNLH to address the evolving needs of our region and our communities.



OUR MISSION

Building healthier communities together.



OUR VISION

Serving our communities with PRIDE.



OUR VALUES

Passion
Respect
Integrity
Dedication
Excellence



02

HOSPITAL PROFILE

Established in 1967, SNLH is a 16-bed critical access hospital in the coastal community of Lincoln City at the north end of Lincoln County. In February 2020, SHS opened a new, state-of-the-art hospital facility directly east of the original building. The project was completed in summer 2020 with the removal of the original hospital building and construction of an environmentally friendly central parking lot.

The new hospital’s licensed professional staff includes more than 50 local physicians, physician

assistants and nurse practitioners who support the SHS mission of *building healthier communities together*. They are committed to providing personalized, quality care and to promoting the health of the entire community in alignment with SHS’s values of *Passion, Respect, Integrity, Dedication and Excellence*.

SNLH supports the overarching goal of providing equitable access to social resources and physical environments that promote good health for all members of the community.

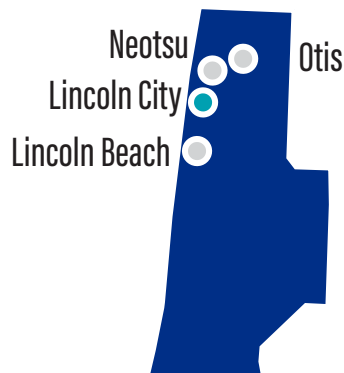
03

COUNTY PROFILE

A designated rural county on Oregon’s isolated central coast, Lincoln County has a population of 50,862, most of whom live in Newport and Lincoln City. It is also home to the Confederated Tribes of Siletz Indians, 23% of whose 5,600 members live in the county.

The U.S. Health Resources and Services Administration has designated Lincoln County as a health provider shortage area for primary medical care and defines the seasonal migrant farmworker population as a medically underserved population. The reservation of the Confederated Tribes of Siletz Indians is also a federally designated health provider shortage area.

SNLH serves the people of north Lincoln County, including the communities of Lincoln City, Otis, Neotsu and their neighboring rural areas. It also serves communities in the southern portion of Tillamook County.



Population

COMMUNITY	POPULATION
Newport	10,496
Lincoln City	9,979

RACE/ETHNICITY	PERCENT
American Indian/Alaska Native	4.1
Asian only	1.5
Black/African American	0.9
Hispanic/Latino	10.0
Native Hawaiian/Pacific Islander	0.2
Two or More Races	4.1
White only	89.1

Source of both tables: U.S. Census Bureau, QuickFacts, Population Estimates, July 1, 2021, (V2021).

Health and social indicators

Median household income by race/ethnicity, 2016–2020.

RACE/ETHNICITY	LINCOLN	OREGON
American Indian/Alaska Native	—	\$48,225
Asian	\$50,337	\$83,125
Black/African American	\$23,125	\$44,138
Hispanic/Latino	\$58,695	\$54,797
Native Hawaiian/Pacific Islander	—	\$69,547
Some other race	\$61,640	\$55,422
Two or more races	\$40,540	\$57,283
White	\$50,213	\$66,480

Source: U.S. Census Bureau, ACS, Table B19013A–B19013I, 2016–2020.

Percentage of poverty by race/ethnicity, 2016–2020.

RACE/ETHNICITY	LINCOLN	OREGON
American Indian/Alaska Native	26.7	22.1
Asian	40.6	13.1
Black/African American	26.6	27.4
Hispanic/Latino	19.0	17.8
Native Hawaiian/Pacific Islander	5.6	17.1
Some Other Race	5.4	16.5
Two or More Races	20.9	15.3
White	15.1	11.5

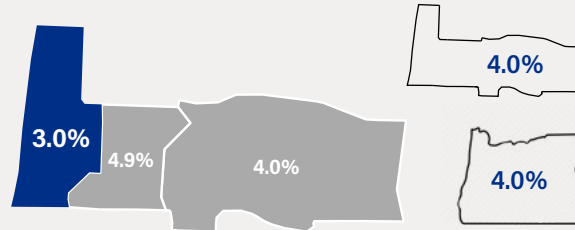
Source: U.S. Census Bureau, ACS, Table S1701, 2016–2020.

Percentage of health insurance coverage by age group in Linn, Benton and Lincoln counties and Oregon, 2016–2020.

AGE	BENTON	LINN	LINCOLN	OREGON
Under 6	98.4	91.5	95.7	97.2
6 to 18	95.9	93.3	95.8	96.2
19 to 25	93.2	87.6	80.4	89.3
26 to 34	88.7	87.8	78.3	87.8
35 to 44	93.0	88.9	81.0	89.9
45 to 54	93.1	93.3	83.5	91.6
55 to 64	96.0	93.1	91.6	93.4
65 to 74	99.3	99.1	99.4	99.3
Over 75	100.0	99.5	100.0	99.6

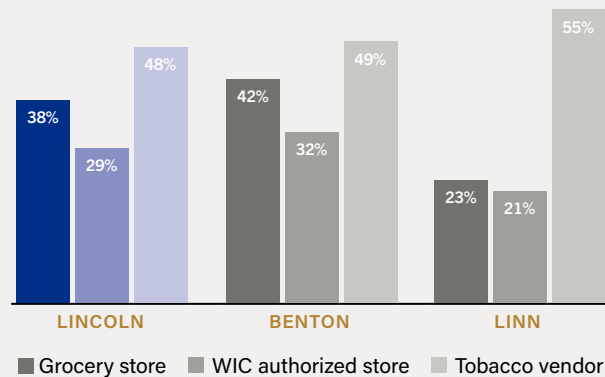
Source: U.S. Census Bureau, ACS, Table S2701, 2016–2020.

Unemployment rate for Lincoln County compared to Benton County, Linn County, the tri-county region and Oregon, August 2022.



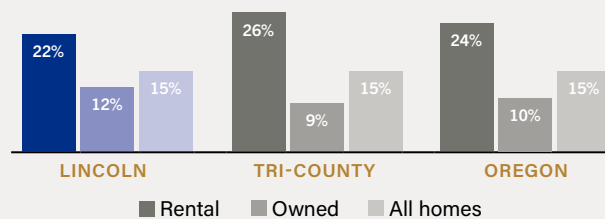
Source: State of Oregon Employment Department, August 22, 2022.

County residents living within half a mile of a grocery store, WIC authorized store, or tobacco vendor, 2019.



Source: Oregon Public Health Assessment Tool, 2019, retrieved by Benton County Health Department.

Lincoln County, regional and state households paying more than 50% of income on rent, mortgage, insurance, and utilities, 2020.



Source: U.S. Census Bureau, American Community Survey, Table B25091, 2020.

DATA SOURCES

This CHNA draws on primary and secondary data identified and collected by SHS and its partners:

- Benton County Health Department.
- Confederated Tribes of Siletz Indians.
- InterCommunity Health Network Coordinated Care Organization.
- Lincoln County Health Department.
- Linn County Health Department.
- United Way of Linn, Benton & Lincoln Counties.

Primary data comes from SNLH electronic medical records (excluding any personal patient information), surveys, focus groups, key informant interviews, and community listening sessions. This data was collected in the following ways:

- Paper surveys distributed through community partners and local agencies May–June 2022.

- Online public survey available May–June 2022.
- Fifteen focus groups held in May and June 2022 with communities of color, LGBTQ2SIA+ community members, non-English speakers (Spanish, Arabic, Mam), unhoused people, international students, and health and social service providers.
- Key informant interviews in English and Spanish, conducted in May and June 2022, with diverse community leaders, disability rights advocates, agency and nonprofit directors, mental and behavioral health providers, elected officials, and chief executive officers.
- Bilingual community listening sessions were conducted in Corvallis on August 23 and in Newport on August 24, 2022.

Local coalitions and community partners reviewed secondary data for inclusion in the CHNA.

Limitations

The primary and secondary data included in the CHNA helps SHS and its partners identify current and emerging health issues in Lincoln County. However, the CHNA does not encompass all health issues that may exist across the region or in specific communities and should not be viewed or cited as a formal study or research document.

SIGNIFICANT HEALTH NEEDS

Primary data identified access to medical, dental and mental/behavioral care — especially mental/behavioral services for children and adults — as the most urgent health need in Lincoln County. This includes services for substance use disorder as well as issues like depression, anxiety and suicidality.

Healthy food and nutrition, child well-being, and community safety are immediate needs. Food insecurity; access to safe, affordable and developmentally appropriate child care; child abuse/neglect; and domestic violence are major priorities for services and supports.

Housing, employment and supports are also major community concerns. Access to safe and affordable housing remains a pressing need, along with wraparound services for unhoused community members. Because poverty affects overall health as well as access to health care, child care, quality housing and healthy food, addressing poverty is a major need in regard to all of these issues.

Reducing institutional discrimination and bias, and partnering more closely, respectfully and transparently with culturally specific organizations, are long-standing needs that have taken on an even greater urgency since the pandemic.

Prioritization

Prioritization engaged health, social services, government, nonprofit, tribal and community partners. Members of the SNLH Social Accountability Committee reviewed data gathered by the Regional Health Assessment & Alignment Collaborative as well as input from Benton County Health Department, Confederated Tribes of Siletz Indians, InterCommunity Health Network Coordinated Care Organization, Lincoln County Health Department, Linn County Health Department, and United Way of Linn, Benton & Lincoln Counties. They identified the following priorities for improving community health and access to social determinants of health:

- Access to health care.
- Suicide prevention.
- Substance use disorder.
- Anxiety and depression.
- Food insecurity.
- Child care.
- Child abuse/neglect.
- Domestic violence.
- Housing costs and houselessness.
- Poverty.
- Culturally/linguistically appropriate services.

Goals and health priorities, 2023–2026

1

GREATER ACCESS

Objective: Increase community access to medical, dental and mental/behavioral health.

Priorities

- Access to health care
- Suicide prevention
- Substance use disorder
- Anxiety and depression



2

HEALTHY FAMILIES

Objective: Increase community access to healthy food, child care and safety.

Priorities

- Food insecurity
- Child care
- Child abuse/neglect
- Domestic violence



3

HEALTHY COMMUNITIES

Objective: Increase housing, employment and supportive services in the community.

Priorities

- Housing costs and houselessness
- Poverty
- Culturally and linguistically appropriate services



ADDRESSING HEALTH NEEDS

The *2023–2026 Community Benefit Plan Implementation Strategy* describes how SNLH will address significant health needs through internal and external activities.

Internal community benefits are activities, programs, projects and initiatives conducted by staff during work hours to benefit the community. Examples include classes, workshops, support groups, diversity events, and health fairs that are free and open to the public.

External community benefits include in-kind donations and financial contributions that support local schools, nonprofits and coalitions.

SNLH also addresses significant health needs by grouping services, supports and activities under the following community benefit categories:

- Community health improvement.
- Health professions education.
- Subsidized health services.
- Research.
- Cash and in-kind contributions.
- Community-building and supports.

(To learn more about these categories, please see the *Planned Activities* chart on pages 8 and 9.)

Internal and external community benefits must:

- Generate a low or negative margin.
- Respond to public health needs.
- Respond to the needs of special populations (e.g., racial/ethnic populations; seniors and people with disabilities who are living in poverty; people with chronic mental illness).

- Supply services or programs that would probably be discontinued, or delivered by another nonprofit or government entity, if the decision were made on a purely financial basis.
- Involve education or research that improves overall community health.

Community benefits programs must also meet at least one of the following objectives:

- Improve access to health care services.
- Enhance community health.
- Advance medical or health knowledge.
- Relieve or reduce the burden of government or other community efforts.

The Community Benefit Advisory Committee (CBAC), Coast to Cascades Community Health Network and site-based Social Accountability Committee (SAC) have jointly identified community health priorities. The CBAC, the SHS Diversity, Equity and Inclusion Council, and the SACs have reviewed and approved health indicators to measure the impact of interventions.

Based on CHNA data, health equity is a major concern. Culturally and linguistically appropriate services are essential not just to ensure quality of care for all community members, but also to foster communication, coordination and trust.

Local and regional community leaders and advocates for marginalized and stigmatized populations have often emphasized their frustration with the exclusion and/or exploitation of culturally specific partners and with the ongoing failure of hospitals, social service agencies and other institutions to improve the cultural humility, diversity and accountability of their leadership, service providers and staff.



SHS recognizes the vital importance of equity and inclusion to community health and well-being. Investing in language services, equity/diversity training, and community outreach is a priority, but it is equally important for SNLH and SHS to weave diversity, equity and inclusion consistently throughout all services, supports, programs, activities, policies, internal and external communications, outreach, training, practices and spaces.

Access to mental health, behavioral health, dental health, and alcohol and drug treatment continues to be a significant need in Lincoln County and in the tri-county region as a whole. In response, SNLH has improved the quality of care by integrating behavioral health into primary care clinics.

In addition, the Samaritan Treatment and Recovery Services (STARS) program, which SNLH launched in May 2020 at the Barbara and Larry Mullins Center in Lebanon, provides inpatient, outpatient and group SUD treatment for tri-county adults.

SNLH staff also offer cooking and nutrition education to parents and children. More generally, SNLH will continue to address the full spectrum of CHNA-identified health priorities listed on page 5 while also promoting community health and well-being.

The 2022 CHNA has also identified significant community health needs that SNLH is *not* addressing, such as teen pregnancy prevention, juvenile justice, tobacco use, environmental issues, and advocacy. Due to staffing and financial limitations, or a lack of alignment with institutional mission and vision, SNLH relies on community partners and local and state agencies to meet these needs.

06 ADDRESSING HEALTH NEEDS CONTINUED

Planned Activities

The following activities represent only a sample of efforts supporting Lincoln County communities.

A

COMMUNITY HEALTH IMPROVEMENT

A1: Community health education | A2: Community-based clinical services
A3: Health care support services

GOAL 1: GREATER ACCESS. SNLH will continue to offer workshops, support groups and health screenings while also working to improve access to care.

OBJECTIVE. Increase access to medical, dental and mental/behavioral health supports and services.

STRATEGY. Conduct workshops, support groups, health screenings and provide access to care.

Activity	Measurement	Data source
Breast cancer support groups	Mammograms, screenings	SNLH data
Diabetes support groups	Prevalence of diabetes	SNLH data
Living Well workshops	Chronic disease diagnosis	OHA Living Well program stats
Maternity care coordination	1st trimester prenatal visits	SNLH clinic data

B

HEALTH PROFESSIONS EDUCATION

B1: Physicians and medical students | B2: Nurses and nursing students
B3: Health care support services

GOAL 1: GREATER ACCESS. SNLH plans to offer internships, externships and scholarships to increase the number of health care professionals in the community.

OBJECTIVE. Increase access to medical, dental and mental/behavioral health supports and services.

STRATEGY. Provide education and training to current and future health care professionals.

Activity	Measurement	Data source
Continuing medical education	Staff enrolled in CE classes	Enrollment records (CBISA)
Medical internships, nursing education, pharmacy students, scholarships, apprenticeships, externships	Student enrollments	Enrollment records (CBISA)
Family medicine rural residency training	Number of residents	CBISA and HR records



C

SUBSIDIZED HEALTH SERVICES

C3: Hospital outpatient services

GOAL 1: GREATER ACCESS. SNLH continues to offer subsidized health services despite the financial loss generated after removing the impact of financial assistance, bad debt and Medicaid shortfalls.

OBJECTIVE. Increase access to medical, dental and mental/behavioral health supports and services.

STRATEGY. Provide care and services to community members regardless of their ability to pay.

Activity	Measurement	Data source
Clinical care	Clinic visits	EPIC reports

E

FINANCIAL & IN-KIND DONATIONS

E1: Cash | E2: Grants | E3: In-kind donations

GOAL 2: HEALTHY FAMILIES; GOAL 3: HEALTHY COMMUNITIES. SNLH plans to continue offering financial support and in-kind donations to local agencies that advance the hospital's mission and vision.

OBJECTIVES. Increase access to: healthy food, child care and safety; housing, employment and supportive services.

STRATEGY. Support organizations and agencies that promote community health.

Activity	Measurement	Data source
Social accountability grants	Funded programs	Agency progress reports
Financial contributions	Cash donations	CBISA reports
In-kind donations	Materials/supplies donated	CBISA reports

F

COMMUNITY-BUILDING & SUPPORTS

F3: Community support | F6: Building coalitions | F7: Community health improvement advocacy F8: Workforce development

GOAL 3: HEALTHY COMMUNITIES. SNLH will continue participating in local, state and national disaster preparedness, as well as community coalitions and boards, to improve health and outcomes in Lincoln County.

OBJECTIVE. Increase housing, employment and supportive services in the community.

STRATEGY. Provide services and supports that promote healthy communities.

Activity	Measurement	Data source
Disaster preparedness	Disaster response time	Office of Emergency Management
Community coalitions, commissions and boards	Staff involvement	CBISA reports
Workforce development	Vacant positions at SNLH	SNLH human resources report

Unaddressed community health needs

Although all significant health needs prioritized by the community are important, SNLH cannot directly address some of these issues due to limited staffing and financial resources. Lincoln County is fortunate to have strong elected leadership, robust community programs and collaborations, and involved community members. Local agencies with the necessary expertise and financial support are addressing the ongoing need for affordable housing and reducing homelessness. Community agencies are also addressing teen pregnancy, juvenile crime and tobacco, with SNLH staff often serving on agency boards or leading relevant local coalitions.



08

CONCLUSION

Samaritan North Lincoln Hospital has been supporting Lincoln County communities for several years. As one of the county's major health care providers, the hospital implements effective community benefit services and activities through a comprehensive strategic approach.

Support groups, community education, support services and other resources are available to residents of all communities through multiple languages and platforms, along with financial support through grants and donations to local nonprofit agencies.

SNLH is a committed partner in many local coalitions and a strong collaborator in local and regional initiatives that advance the mission,

vision and values of the organization as well as equitable access to the health care and the social determinants of health.

By partnering with schools, faith groups, nonprofit organizations, tribal governments, and federal, state and local government agencies, SNLH strives to provide coordinated, comprehensive and equitable health care for all Lincoln County residents.

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