



OREGON
Health & Human Services

STRATEGIC PLAN

2026-2030



OUR PLANNING Process



A strong strategic plan should reflect both the needs of the community and the people carrying the work forward each day. Over the past year, Marion County Health & Human Services (MCHHS) engaged employees, community partners, and leaders across our department to help shape the direction of this plan and the future of our organization.

The planning process included surveys, interviews, facilitated discussions, and a data walk designed to gather diverse perspectives and identify emerging priorities. Participants were asked to share what is working well, where challenges exist, and how MCHHS can continue to strengthen services and partnerships. This collaborative approach helped ensure the plan reflects both community needs and the experience of those delivering services every day.

The result is a shared vision, mission, and set of values designed to guide our work over the next five years and strengthen how we serve our community together.

Vision: *A strong, connected community where everyone can lead healthy and meaningful lives.*

Connection and belonging are essential to community well-being. In recent years, many individuals and families experienced isolation, uncertainty, and barriers that impacted health and quality of life. This vision recognizes the importance of strengthening relationships, partnerships, and systems that help people feel supported, valued, and connected to one another.

Mission: *We provide access to services and build partnerships to advance healthy communities.*

Improving community health requires collaboration, accessibility, and trust. Through direct services and partnerships with community organizations, MCHHS works to ensure people can connect with the support they need. Our commitment to a “no wrong door” approach reflects our belief that individuals should be able to find help and navigate services more easily, regardless of where they first seek assistance.

Values: *Accountability, Adaptability, Teamwork, Transparency, and Welcoming.*

These values represent the foundation of how we work with one another and with the community. They guide decision-making, shape workplace culture, and reinforce our commitment to continuous improvement, collaboration, and respectful service.

This plan was strengthened through thoughtful feedback and participation from employees, community partners, leadership, and the Board of Commissioners. The department is especially grateful to Joe James, our Strategic Planning Coordinator, for leading engagement efforts across programs and helping ensure diverse perspectives were included throughout the process.

As this strategic plan moves into implementation, continued collaboration and employee engagement will remain essential. Together, we will continue building a healthier, more connected community for all.

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Strategic Plan

AT A GLANCE

2026-2030

VALUES



Accountability

We follow through on our commitments and are responsible for our actions and decisions



Adaptability

We remain flexible and adjust to change with a problem-solving mindset



Teamwork

We collaborate with respect, communication, and shared responsibility



Transparency

We keep others informed and explain the why behind decisions, using data and evidence to build trust



Welcoming

We foster an environment where everyone feels safe, seen, and supported

VISION

A strong, connected community where everyone can lead healthy and meaningful lives

MISSION

We provide access to services and build partnerships to advance healthy communities

STRATEGIC GOALS

1 Deliver Excellent Customer Service to Each Other and Our Community

STRATEGY 1.1 Improve the consistency and quality of customer service

STRATEGY 1.2 Ensure MCHHS services are culturally and linguistically appropriate

STRATEGY 1.3 Expand opportunities for clients and partners to provide feedback that informs service improvement and innovation

STRATEGY 1.4 Increase communication and transparency with the community

2 Address Our Community Health Improvement Plan Priorities

STRATEGY 2.1 Enhance quality of substance use prevention, treatment, and recovery services

STRATEGY 2.2 Develop a regional mental health education and outreach initiative

STRATEGY 2.3 Expand and strengthen existing housing programs and services

3 Promote Access to Services

STRATEGY 3.1 Strengthen care coordination and integration of services

STRATEGY 3.2 Increase healthcare access points

4 Support Our Workforce

STRATEGY 4.1 Strengthen systems and tools that help employees succeed

STRATEGY 4.2 Build a consistent and supportive onboarding and training experience

STRATEGY 4.3 Foster professional growth and career development opportunities

STRATEGY 4.4 Promote employee recognition and retention

EXECUTIVE Summary



Photo credit: Sam Andress,
Tulip Festival

In February of 2025, MCHHS began working with VillageReach to facilitate a strategic planning process to ensure a coordinated and effective approach to addressing our agency’s priorities. This plan is the result of a collaborative process grounded in data, shaped by community voices, and strengthened by the insight of employees across every division. It is closely aligned with the findings of the 2025 [Community Health Assessment](#) (CHA) and the priorities outlined in the 2026-2030 [Community Health Improvement Plan](#) (CHIP).

This plan outlines what we intend to achieve, how we will achieve it, and how success will be measured. It serves as a roadmap for decision-making, resource allocation, and prioritization of efforts.

The plan outlines four strategic goals that will guide our work. These goals were chosen based on community needs along with employee and partner input.

1. Deliver Excellent Customer Service to Each Other and Our Community:

Ensure that every interaction, whether with colleagues or community members, is welcoming, culturally and linguistically appropriate, and informed by ongoing feedback.

2. Address Our Community Health Improvement Plan Priorities: Advance priorities in housing stability, mental health, and substance use through prevention, treatment, recovery supports, outreach, and stronger housing programs.

3. Promote Access to Services: Improve how people find, enter, and move through services by strengthening care coordination, expanding access points, and making it easier to get timely, appropriate care.

4. Support Our Workforce: Strengthen systems, training, and opportunities so employees feel equipped, valued, and able to grow in their careers at MCHHS.

Moving forward, MCHHS will regularly review, update, and track progress toward the goals and objectives in the plan. Recognizing that strategic planning must be responsive to change, the plan will be revisited annually, particularly in response to emerging health challenges or shifts in funding. Each year, objectives and activities will be reassessed to ensure accountability, alignment with progress, and clear direction for future work toward achieving the department’s strategic goals.

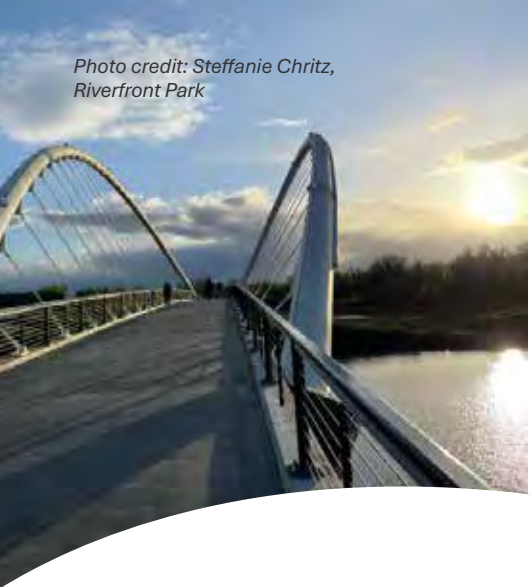
At the heart of this plan are our updated **vision, mission, and values**, which define who we are and what we stand for:

VISION: A strong, connected community where everyone can lead healthy and meaningful lives.

MISSION: We provide access to services and build partnerships to advance healthy communities.

VALUES: Accountability, Adaptability, Teamwork, Transparency, and Welcoming.

These statements reflect our commitment to fostering connection and meaning. They also reinforce our promise to provide accessible services through a “no-wrong-door” approach, ensuring that help is available no matter where someone begins their journey.



Background

Located in the Mid-Willamette Valley, Marion County has a population of



348,044

stretching from the Willamette River to the Cascade Mountains, and encompassing nearly



1,200

square miles. Marion County has



20 cities

including Oregon's capital, Salem.

Marion County Health & Human Services (MCHHS) serves the entire county, delivering a broad range of health and human services through four primary service areas: Behavioral Health, Human Services, Public Health, and Administration:



BEHAVIORAL HEALTH

Addiction Treatment Services

Addiction Treatment Services supports individuals and families experiencing substance use disorders through outpatient treatment, medication-assisted treatment, and specialized programming for teens and young adults.

Adult Behavioral Health

Adult Behavioral Health provides counseling, treatment, and ongoing support for adults with serious and persistent mental health conditions.

Behavioral Health Crisis Services

Behavioral Health Crisis Services provide 24/7 support to anyone experiencing a mental or behavioral health issue through a coordinated system that includes the Behavioral Health Crisis Center and community-based mobile response.

Youth & Family Services

Youth & Family Services supports children, teens, and families through counseling and related services addressing emotional, behavioral, and family stressors.



HUMAN SERVICES

Housing Programs & Services

Housing Programs & Services supports housing stability through programs such as housing navigation, rental assistance and subsidies, and case management supports.

Intellectual & Developmental Disability (I/DD) Services

I/DD Services provides support for adults and youth with intellectual or developmental disabilities, including service coordination, employment services, and family support.



ADMINISTRATION

Administration supports the operations of MCHHS through finance, human resources, contracts, compliance, and data systems. It plays a critical role in ensuring programs operate effectively, employees are supported, and services are delivered consistently and efficiently.



PUBLIC HEALTH

Public Health delivers more than 20 programs focused on health promotion and prevention, immunizations, the Women, Infants & Children (WIC) program, communicable disease monitoring, public health emergency preparedness, and environmental health. These services are provided by multidisciplinary teams that include a public health physician, nurses, epidemiologists, prevention specialists, and support staff.



Methods



To ensure the strategic planning process was data-driven and responsive to diverse perspectives and needs, MCHHS utilized the following sources to inform their strategic planning process:

- *Marion-Polk 2025 Community Health Assessment*
- *MCHHS' most recent employee engagement survey (2023)*
- *Customer satisfaction surveys conducted by the Behavioral Health and Intellectual and Developmental Disability (I/DD) teams (2024)*
- *Key informant interviews with MCHHS employees (2025)*
- *Key informant interviews with County Commissioners (2025)*
- *Results from an anonymous survey sent to MCHHS employees and community partners (2025)*

MCHHS utilized a multi-method collaborative approach to develop a strategic plan that aligns with best practices and national evidence-based frameworks. The process was led by a Strategic Planning Committee composed of executive leadership, management, non-managerial employees, and the Board of Commissioners' Office, with representation across multiple MCHHS program and service areas.

All employees had opportunities to give feedback during the strategic planning process, including:

1. An in-person “data walk” held at all MCHHS locations, where employees could review and comment on the data that was used as the basis for the strategic plan.



Beverly Avenue MCHHS Employees Participating in the Strategic Planning Data Walk

2. The MCHHS Administrator gave regular updates on the strategic plan, during which employees were specifically invited to provide feedback on the draft vision, mission, and values statements.

3. The leadership team was regularly updated and were given the opportunity to provide feedback through small group exercises. Each member of the leadership team also sought feedback from their team on the draft plan.

Decisions about what to include in the strategic plan were guided by a collaborative and thoughtful process, shown in the graphic. The Strategic Planning Committee reviewed data from the 2025 Community Health Assessment and solicited input from employees, community partners, and clients, and then carefully considered MCHHS' available resources and areas of influence to determine priorities. Based on this comprehensive assessment, the committee developed a recommendation for the strategic plan, which was subsequently approved by the Executive Team and the Board of Commissioners.



Goals

We selected four strategic goals to guide our work from 2026 to 2030. These goals were chosen based on evidence, community needs, and employee feedback.

They represent our highest priorities and areas where we know we can make a meaningful impact.

For each goal, the plan outlines strategies, objectives, and metrics that will guide daily work, resource allocation, and decision-making. It is designed to be a living document: one that employees, leaders, and partners can see themselves in and use to set priorities, track progress, and continually improve.

- 1 Deliver Excellent Customer Service to Each Other and Our Community**

Ensure that every interaction, whether with colleagues or community members, is welcoming, culturally and linguistically appropriate, and informed by ongoing feedback.
- 2 Address Our Community Health Improvement Plan Priorities**

Advance regional priorities in access to healthcare, housing stability, mental health, and substance use through prevention, treatment, recovery supports, outreach, and stronger housing programs.
- 3 Promote Access to Services**

Improve how people find, enter, and move through services by strengthening care coordination, expanding access points, and making it easier to get timely, appropriate care.
- 4 Support Our Workforce**

Strengthen systems, training, and opportunities so employees feel equipped, valued, and able to grow in their careers at MCHHS.



Photo credit: Bob Pool,
Silverton

Deliver Excellent Customer Service to Each Other and Our Community

What Employees, Partners, and Clients Are Saying:



I absolutely love working with [MCHHS employees]. Very positive and engaging. Enthusiastic and motivated.”

– PARTNER



[MCHHS employee] has been exceedingly kind, championing our cause, and creatively coming up with solutions.”

– CLIENT



The county and people we serve is diverse from a wide range of races, cultures, and languages.”

– EMPLOYEE

RATIONALE

Employees, partners, and clients recognize MCHHS for high-quality services and dedicated, caring employees. At the same time, growing needs and diversity in the community mean it's essential for MCHHS to reach everyone in a way that meets their needs.

Delivering excellent customer service is part of how MCHHS lives out its value to be welcoming and ensure everyone feels safe, seen, and supported. It also means getting ongoing feedback from the community, reaching more people, and making services faster and more inclusive.

STRATEGIES

To achieve our goal, MCHHS commits to the following strategies:



STRATEGY 1.1 Improve the consistency and quality of customer service



STRATEGY 1.3 Expand opportunities for clients and partners to provide feedback that informs service improvement and innovation



STRATEGY 1.2 Ensure MCHHS services are culturally and linguistically appropriate



STRATEGY 1.4 Increase communication and transparency with the community

OBJECTIVES

METRICS¹

STRATEGY 1.1

Improve the consistency and quality of customer service

OBJECTIVE 1.1 By December 2028, MCHHS will implement customer service standards across all programs. These standards, developed from best practices, in collaboration with employees and informed by both employee and service recipient feedback, will promote consistently outstanding customer service.

- Increase in percent of clients that said they were **satisfied with the services** they receive (baseline 84%, 2025 Customer Satisfaction Survey)
- Increased percent of **clients feeling welcome** receiving services here (baseline 87%, 2025 Customer Satisfaction Survey)

STRATEGY 1.2

Ensure MCHHS services are culturally and linguistically appropriate

OBJECTIVE 1.2.a By December 2027, MCHHS will ensure interpretation is available in English, Spanish, and Russian for all services.

OBJECTIVE 1.2.b By December 2028, MCHHS will ensure that 75% of its online materials are written at or below a 6th grade reading level and translated into English, Spanish, and Russian.

- Percent of **online materials translated** (baseline to be established)
- Percent of materials at **6th grade reading level or below** (baseline to be established)
- Increase in percent of **bilingual employees** (baseline 14.2% 2025)

STRATEGY 1.3

Expand opportunities for clients and partners to provide feedback that informs service improvement and innovation

OBJECTIVE 1.3.a By December 2026, MCHHS will make two improvements based on the 2025 customer satisfaction survey.

OBJECTIVE 1.3.b By December of 2027, MCHHS will survey clients and partners again to provide feedback that informs service improvement and innovation.

OBJECTIVE 1.3.c By December of 2027, MCHHS will add additional opportunities for feedback, such as increased number of suggestion boxes and QR codes linking clients to feedback surveys.

- Total number of **completed post-visit patient feedback surveys** during the quarter (baseline to be established)
- Percent of completed post-visit patient feedback surveys during the quarter with an average **satisfaction score** at or above the established benchmark (baseline to be established)
- Number of **surveys conducted**
- Increased **response rate** (baseline 3.2%, 2025 Customer Satisfaction Survey)
- Increase in **positive Google reviews**

STRATEGY 1.4

Increase communication and transparency with the community

OBJECTIVE 1.4.a By December 2027, MCHHS will implement a standardized outreach process to coordinate outreach events that may include an event-prioritization framework, employee training materials, job action guides for event leads and supervisors-on-call, and agency-wide guidelines for educational materials usage and distribution.

OBJECTIVE 1.4.b By December 2028, MCHHS will conduct a needs assessment with the Leadership Team to understand current communication gaps, strengths, and priorities.

OBJECTIVE 1.4.c By December 2030, MCHHS will increase transparency and trust with the community by proactively sharing results, accomplishments, and progress on strategic priorities.

- Increased **engagement or “clicks”** on online materials (baseline to be established)
- Increase in percent of clients that say information was given to them in a **way they understood** (baseline 90%, 2025 Customer Satisfaction Survey)
- Complete annual **year end review booklet** and send to **10% more** partners in 2026
- Number of **job action guides** developed & employees trained

¹ Metrics will be reviewed at least annually to assess progress toward the objective. Metrics may evolve over time as new data become available and lessons are learned.



Photo credit: Steffanie Chritz,
Riverfront Park

Address Our Community Health Improvement Plan Priorities

What the Community Health Assessment Found:



Housing stability was cited as the **NUMBER ONE** most needed area for improvement on the Community Health Survey (2024).



OVER HALF of renters surveyed spend **MORE THAN 30%** of their income on rent (2022).



ABOUT 42% of Marion County adults had poor mental health in the last month (2021).



Emergency visits for opioid overdoses **INCREASED BY 138%** in Marion County (2023).

RATIONALE

In collaboration with the community and health system partners, the [Community Health Improvement Plan](#) (CHIP) is developed based on findings from the [Community Health Assessment](#) (CHA). In 2024, local organizations in Marion and Polk counties came together to conduct a Community Health Assessment. This process involved collecting and analyzing data as well as listening to community members about their health, access to everyday needs that affect overall health, and what would help them live healthier lives.

After looking at this data and hearing directly from community members, the [Marion-Polk Community Health Collaborative](#) chose Access to Healthcare, Housing Stability, and Mental Health & Substance Use as the top three areas to work on over the next five years. Housing Stability, Mental Health, and Substance Use are addressed in this goal, while Access to Healthcare is addressed in Goal 4.

STRATEGIES

To achieve our goal, MCHHS commits to the following strategies:



STRATEGY 2.1 Enhance quality of substance use prevention, treatment, and recovery services



STRATEGY 2.3 Expand and strengthen existing housing programs and services



STRATEGY 2.2 Develop a regional mental health education and outreach initiative

OBJECTIVES

METRICS¹

STRATEGY 2.1 Enhance quality of substance use prevention, treatment, and recovery services

OBJECTIVE 2.1.a By December 2026, MCHHS will implement a pilot peer support program for pregnant and postpartum individuals with substance use disorders to promote recovery and improve birth and family health outcomes.

OBJECTIVE 2.1.b By December 2027, MCHHS will provide 10 targeted education and outreach activities to law enforcement partners, thereby increasing referrals into treatment for individuals who come into contact with law enforcement while using or under the influence of substances.

OBJECTIVE 2.1.c By June 2027, MCHHS will implement the evidence-based parent education program Guiding Good Choices with 6 cohorts (4 in English and 2 in Spanish) to increase parenting skills and family communication.

OBJECTIVE 2.1.d By June 2027, MCHHS will organize 3 screenings of The New Drug Talk Oregon for parents, with at least 75% of attendees reporting increased understanding of the dangers of fentanyl use.

OBJECTIVE 2.1.e By December 2028, MCHHS will implement a standardized screening, brief intervention, and referral to treatment (SBIRT) tool across 100% of relevant programs in MCHHS to increase internal referrals for those at risk of substance use.

→ Percent of MCHHS clients screened for risk of substance use (baseline to be established)

→ Improved mental health of MCHHS clients (baseline to be established)

STRATEGY 2.2 Develop a regional mental health education and outreach initiative

OBJECTIVE 2.2.a By December 2026, the Mid-Valley Suicide Prevention Coalition (co-led by MCHHS) will develop the Power of Social Connection workshops for specific age groups (19-24, 25-55, and 55+) and make the presentation available for community use.

OBJECTIVE 2.2.b By January 2027, MCHHS will expand suicide prevention efforts by providing three additional trainings to local first responders.

OBJECTIVE 2.2.c By December 2028, MCHHS and Willamette Education Service District will complete an assessment and resource mapping to evaluate suicide postvention supports and capacities throughout Marion County.

OBJECTIVE 2.2.d By December 2028, the MCHHS Behavioral Health team will develop an educational video on severe and persistent mental illness, services provided within the behavioral health system, and strategies for supporting a family member or friend experiencing these challenges.

OBJECTIVE 2.2.e By December 2030, 95% of MCHHS clients will be screened for loneliness.

OBJECTIVE 2.2.f By December 2030, 95% of MCHHS clients will be screened for suicide risk and referred to appropriate mental health support resources.

→ Percent of MCHHS clients screened for loneliness (baseline to be established)

→ Percent of MCHHS clients screened for suicide risk (baseline to be established)

STRATEGY 2.3 Expand and strengthen existing housing programs and services

OBJECTIVE 2.3.a By December 2026, MCHHS will take the lead in convening Health-Related Social Needs (HRSN) providers to increase engagement and knowledge of housing benefits, resources, and referral pathways.

OBJECTIVE 2.3.b By December 2026, Housing Programs & Services will establish a centralized hub/location for all housing placements currently in use or available to individuals engaged in MCHHS services, including supportive/transitional housing and licensed care.

OBJECTIVE 2.3.c By December 2030, MCHHS will increase permanent housing placements for individuals engaged in MCHHS services by 25%, demonstrating integration between systems.

→ Increase in percent of MCHHS clients who have permanent housing placements (baseline to be established)

Photo credit: Zack Frank,
Silver Falls State Park



Promote Access to Services

What the Community Health Assessment and Clients Say:



TWO OUT OF THREE community members face barriers when accessing healthcare such as lack of available or timely appointments, provider shortages, and high costs.



ONLY 48% of Community Health Survey respondents were satisfied with their ability to get the medical care they need (2024).



The number of people who are assigned to coordinate or arrange the contact of families to other people makes the use of your services annoying. I have to call person A to get to person B to have person C schedule me for an appointment with person D.”

– CLIENT

RATIONALE

This goal focuses on improving access to comprehensive, high-quality health and social services and providers.

This Community Health Improvement Plan (CHIP) priority area was called out specifically in the strategic plan to ensure focus and attention to connecting people with services. This priority is deeply tied to our mission: **We provide access to services and build partnerships to advance healthy communities.**

By aligning our efforts, we aim to create a system where every individual can get the support they need, when they need it.

STRATEGIES

To achieve our goal, MCHHS commits to the following strategies:



STRATEGY 3.1 Strengthen care coordination and integration of services



STRATEGY 3.2 Increase healthcare access points

OBJECTIVES

METRICS¹



STRATEGY 3.1

Strengthen care coordination and integration of services

OBJECTIVE 3.1.a By December of 2026, MCHHS will increase the number of available same-day appointments through Centralized Scheduling by 50% for the programs that offer same day services for individuals served.

OBJECTIVE 3.1.b By December 2027, increase the number of programs actively using centralized scheduling by at least two compared to 2025 levels.

OBJECTIVE 3.1.c By December 2028, develop and implement clear referral pathways between MCHHS programs and external health and community partners to improve care coordination, reduce service gaps, and ensure individuals and families can seamlessly access the full spectrum of health and human services.

OBJECTIVE 3.1.d By December 2030, MCHHS will ensure that at least 15% of new client appointments will be scheduled through Centralized Intake, with 90% receiving next-day follow-up communication to ensure timely appointment scheduling after intake.

OBJECTIVE 3.1.e By December 2030, MCHHS will increase the number of appointments scheduled through Centralized Scheduling by 20%.

- Percent of clients **scheduled through Centralized Scheduling** (baseline to be established)
- Increase number of **programs using Centralized Scheduling** (baseline: one program)
- Percent of clients who feel their **care is well coordinated** (baseline to be established)
- Increase in percent of **uninsured clients connected to OHP** (baseline to be established)
- Increase in percent of OHP clients connected to a **primary care provider** (baseline to be established)
- Increase in percentage of clients who are satisfied with how **quickly they received an appointment** (baseline: 86%, public health only, 2025 Customer Satisfaction Survey)



STRATEGY 3.2

Increase healthcare access points

OBJECTIVE 3.2.a By December 2027, implement at least two new accessible service models: at least two mobile response and co-locating MCHHS services with at least one community partner in a shared physical space to enhance accessibility and integrated care.

OBJECTIVE 3.2.b By December 2028, MCHHS will identify at least four of the most significant barriers to accessing care (through staff/client feedback and surveys) and develop intentional plans to address these barriers.

- Number of clients **seen through mobile response** (baseline to be established)
- Number of clients **seen at co-located partner service** (baseline to be established)



Photo credit: John Kubasak,
Dahlias

Support Our Workforce

What Employees Are Saying:



84% of employees say they feel personally invested in their work.



74% of employees say they are excited about doing their job.



Employees are respected and set up to succeed. I am very supported at my job and it's a very healthy work environment."

– EMPLOYEE



The team here is awesome and I love working with them."

– EMPLOYEE

RATIONALE

When employees feel valued and supported, they can do their best work for the community. Employees noted that meaningful work is MCHHS's greatest strength, along with a positive work culture, strong relationships with their coworkers, and work-life balance.

Employees also shared areas for improvement, such as stronger onboarding, ongoing training, and more opportunities for growth.

By building on our strengths and making improvements where needed, MCHHS will create a workplace where employees feel valued, supported, and ready to provide the best care for the community.

STRATEGIES

To achieve our goal, MCHHS commits to the following strategies:



STRATEGY 4.1 Strengthen systems and tools that help employees succeed



STRATEGY 4.3 Foster professional growth and career development opportunities



STRATEGY 4.2 Build a consistent and supportive onboarding and training experience



STRATEGY 4.4 Promote employee recognition and retention

OBJECTIVES

METRICS¹



STRATEGY 4.1

Strengthen systems and tools that help employees succeed

OBJECTIVE 4.1.a By July 2026, MCHHS will create documentation standards to describe key processes.

OBJECTIVE 4.1.b By December 2028, every MCHHS Program will have one key process documented using the established standard.

OBJECTIVE 4.1.c By December 2030, MCHHS programs will conduct one quality improvement project to improve one key process.

- Increase in percent of employees that agree or strongly agree with the statement **“I have the right tools needed to do my job effectively.”** (baseline: 70%, 2023 Employee Engagement Survey)
- The number of **documented key processes** (baseline to be established)



STRATEGY 4.2

Build a consistent and supportive onboarding and training experience

OBJECTIVE 4.2.a By December 2027, MCHHS will implement a standardized follow-up process to assess onboarding and training effectiveness for all employees who complete onboarding between July and December 2026, with results documented and reviewed to identify improvements.

OBJECTIVE 4.2.b By December 2028, MCHHS will identify and implement the process changes that were identified as areas of improvement from the assessment of the cohort of employees from objective 4.2.a.

- Percent of onboarded employees who give **positive feedback** (baseline to be established)
- Increase in the percent of employees that agree or strongly agree with the statement **“I have access to the learning tools to do my job well.”** (baseline: 78%, 2023 Employee Engagement Survey)



STRATEGY 4.3

Foster professional growth and career development opportunities

OBJECTIVE 4.3.a MCHHS will implement a comprehensive workforce development plan, resulting in more than 75% of staff reporting they are satisfied with their opportunities for professional development.

OBJECTIVE 4.3.b By November 2027, enhance the effectiveness and impact of Workforce Development (WFD) Spring and Fall training days by implementing a blended learning model (in-person and virtual) that increases participant access and results in at least a 10% improvement in post-training evaluations indicating alignment of training content with identified organizational and workforce needs.

- Increase in the percent of employees that agree or strongly agree with the statement **“I am satisfied with my opportunities for professional development at MCHHS.”** (baseline: 62%, 2023 Employee Engagement Survey)
- The number of **WFD Attendees** (Spring 240, Fall 241, 2025)
- The number of **CEUs issued** (Spring 92, Fall 135, 2025)
- Increase by 10% in **post-training evaluations** (baseline to be established)



STRATEGY 4.4

Promote employee recognition and retention

OBJECTIVE 4.4.a By December 2027, MCHHS will design and implement stay interview and exit interview guidelines for leadership.

OBJECTIVE 4.4.b By December 2028, MCHHS will establish a comprehensive employee recognition program that institutionalizes the Mountain Mover Award and introduces at least one new recognition mechanism.

- Reduction in first-year voluntary **turnover** (baseline: 14.9%, 2025)
- Improved feedback in **exit interviews** (baseline: to be established)
- Increase in **recognition scores** on Employee Engagement Survey (baseline to be established)
- Increase in the number of **Mountain Mover Award nominations** (baseline: 3, 2025)

PUTTING THE **Plan into Action**

This plan represents a shared commitment to the people of Marion County and to one another. Over the next five years, our success will depend on turning these strategies and objectives into meaningful action. Built through collaboration across every division and in partnership with the community, this plan now calls us to move from strategy to impact. Employees, partners, and community members each play an important role in advancing this vision.



**Strategic Plan
monitoring and
updates will be
available at:**

mchealthy.net

Momentum is already on our side. With a strong vision, a clear mission, and values that reflect who we are, we are well-positioned to meet the challenges ahead and seize opportunities to improve health and well-being across the county.

MCHHS will track progress using the metrics described in this plan, including data from employee engagement surveys, client and community feedback, and program performance. Results will be regularly shared with employees, leadership, the Board of Commissioners, and community partners to promote transparency and accountability. Each year, MCHHS will revisit the strategic plan, update objectives or activities as needed, and incorporate new opportunities or emerging priorities. By treating this plan as a living document and using ongoing feedback to refine our approach, we will stay focused on building a strong, connected community where everyone can lead healthy and meaningful lives.

Together, we will build stronger systems, deliver excellent service, expand access, and respond boldly to our community's most pressing needs: advancing housing stability, mental health, substance use recovery, and access to care.

Photo credit: Lea Sheldone,
Capitol Rainbow



Photo credit: Margarita Vazquez,
Nelson Park



Photo credit: Cynthia Liang,
Stayton-Jordan Covered Bridge

Acknowledgments

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MCHHS STRATEGIC PLANNING COMMITTEE

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- Debbie Wells – *Crisis Services*
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- Tracy White – *I/DD Services*
- Wendy Zieker – *Public Health*
- Wil Tester – *Strategic Operations Team*

BOARD OF COMMISSIONERS

- Colm Willis, *Chair*
- Kevin Cameron, *Vice Chair*
- Danielle Bethell
- Toni Whittler (*staff*)

VILLAGEREACH FACILITATOR

- Erin Larsen-Cooper

ADDITIONAL PHOTO CREDITS

COVER: Rebecca Chavez, Boca Cave (Left); Steffanie Chritz, MCHHS Office on Center Street (Middle Top); April Haney, State & Cascade Hwy (Middle Bottom); Amy Baker, Minto Island Park (Right).
BACK COVER: Jessica Glodt, Sunset (Left Top); Steffanie Chritz, Bush's Pasture Park (Left Bottom), Lea Sheldone, Silver Falls (Middle); Carole Boliou, Rainbow (Right Top); Sam Andress, Peony Gardens (Right Bottom)



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