



O R E G O N

MARION COUNTY BOARD OF COMMISSIONERS

Work Session Summary Minutes

Quarterly Meeting with the Health & Human Service

September 16, 2025. 1:30 PM

Courthouse Square, 555 Court St. NE, Salem

5th Floor, Suite 5232, Commissioners Board Room

ATTENDANCE:

Commissioners: Kevin Cameron, Colm Willis, and Danielle Bethell.

Board's Office: Trevor Lane, Heather Inyama, Toni Whitler, and Ben Eugenio.

Legal Counsel: John Pettifer.

Health and Human Services: Naomi Hudkins, Phil Blea, Carol Heard, Wendy Zieker, Debbie Wells, Rhett Martin, Karin Perkins, Katrina Griffith, and Ryan Matthews.

Salem Reporter: Madeline Moore.

Commissioner Colm Willis called the meeting to order at 1:35 p.m.

Intellectual and Developmental Disability (IDD) and Marion County Health and Human Services (MCHHS) Leadership:

- Current IDD program structure:
 - Inconsistencies in leadership and oversight.
 - Some clinical supervisors report to program supervisors and others to program managers.
- Need to address uneven access to leadership and gaps in support:
 - Proposal to have two program manager positions.
 - Instead of a mix of supervisor and manager roles.
- Compared the classifications and costs:
 - A \$17,000 annual difference (including benefits) between program supervisor and program manager roles.
- The IDD program is substantial:
 - \$41 million budget and over 100 Full time Equivalent (FTE).
 - 5th largest department in the county:
 - If considered standalone.
- Vacant program manager position to oversee:
 - Adult abuse investigations, management analysts, eligibility, processing, and Quality Assurance (QA).
 - Desk audit is planned for the case management supervisor position to determine if it should be reclassified as a manager.
- Important to internally promote:
 - 75% of leadership positions (43 out of 57) were filled by staff promoted from within:
 - 23 advancing through multiple leadership levels.

- In the IDD team, 6 out of 9 leaders were promoted internally.
- Leadership development:
 - National Association of Counties (NACo) High Performance Leadership Academy (52 participants).
 - Leadership team values and expectations.
 - One-on-one meetings with every leader to foster growth and accountability.
- Ongoing focus on building a collaborative, supportive culture and preparing for future retirements by developing internal talent early.

MCHHS Strategic Planning:

- The vision is "A strong, connected community where everyone can lead healthy and meaningful lives."
- The mission is "We provide trusted services and build partnerships to promote and advance healthy communities."
- Concerns were raised about the phrase "trusted services,":
 - Need to earn trust. Especially among those who have experienced trauma or have not historically trusted government services.
 - The mission statement is intended as an aspirational goal.
- Values include accountability, kindness, compassion, teamwork, and welcoming:
 - Emphasis on providing welcoming spaces and friendly, supportive staff.
- Four strategic goals were outlined:
 - Support the workforce:
 - Provide tools, onboarding, training, professional growth, and employee recognition to improve retention and program quality.
 - Deliver excellent customer service:
 - Establish customer service standards, ensure language accessibility, expand real-time feedback opportunities, and increase transparency by sharing results and progress.
 - Address Community Health Improvement priorities:
 - Enhance substance use prevention, treatment, and recovery.
 - Improve mental health education and outreach.
 - Align with state and federal health plans.
 - Improve coordination between health, housing, and homeless services.
 - Promote access to services:
 - Strengthen care coordination, integrate mobile and primary care services, and expand same-day assessment and intake offerings.
- Leadership team values and expectations were developed in 2023:
 - Ongoing training and support are provided to align with these values.
- Need for adaptability and accountability at all staff levels:
 - Frontline employees with limited decision-making authority.

Aid & Assist (House Bill (HB) 2005):

- Report on outcomes and dispositions of individuals in the aid and assist program:
 - Impact of HB 2005, which introduces time limits on restoration services.
- In Q2, there were 93 individuals on aid and assist orders:
 - 40 at the state hospital and 53 in community restoration.
 - Of these, 63 had felony charges, with 3 at the highest level (felony A).
- If restoration limits had been in place, numbers would have dropped to 31 at the state hospital and 28 in community restoration.

- Diversion services will be increasingly important:
 - More individuals will exit restoration due to time limits.
 - Participation in diversion is voluntary.
 - Services include:
 - Transitional treatment beds.
 - Medication support.
 - Case management.
 - Transportation.
- In Q2, 37 cases were closed:
 - 21 were successfully connected to services,
 - 8 were restored to competency and transferred to jail/prison/Psychiatric Security Review Board (PSRB).
 - Remainder were not connected or were otherwise disposed:
 - Including one deceased.
- 78% of the population was either restored to competency or connected to services.
- Need comprehensive reporting:
 - Coordination with the District Attorney's (DA's) office.
 - Track outcomes such as recidivism, court involvement, and victim impact.
- Track disposition of individuals as they exit community restoration:
 - Including those who may not remain engaged with services.

Housing Update:

- Focus on HRSN (Housing-Related Services and Supports) program:
 - Began in November 2024 with \$780,000 in funding.
 - Later received additional grants.
- Program provides rent subsidies, back rent assistance, and resource navigation.
- Recruiting for additional navigator positions:
 - Including a bilingual navigator.
- 81 individuals were actively served, with 150 referrals received.
- Data collection improvements are underway to better track outcomes for all referrals.
- Top zip codes for clients are 97301 and 97305.
- Clients are categorized as:
 - Rent burdened:
 - Paying more than 30% of income on rent.
 - Facing eviction:
 - Active court cases or notices.
- Majority of referrals are self-referrals:
 - Others coming from internal programs and external sources.
- Since 2020, 64 referrals have resulted in 45 families being housed:
 - 74% success rate.
- Program has authority to request Medicaid funding for home modifications (e.g., ramps):
 - No requests have been made yet.
- Home rehabilitation program for homeowners outside Salem city limits:
 - Offering up to \$50,000 for substantial renovations.
- Latest grant includes funding for medically tailored meals:
 - Pending final approval.

Next Steps:

- Refine the draft vision, mission, and values:
 - Goal to finalize by October.
- Develop a more comprehensive report on aid and assist outcomes:
 - Collaborate with the DA's office to get both health and justice system data.
- Monitor impact of HB 2005:
 - Adjust diversion and support services.
 - Track the disposition of individuals exiting restoration.
- Expand data collection and reporting for housing programs.
- Explore additional funding and partnership opportunities:
 - Leverage existing county rehabilitation programs.
- Schedule follow-up discussions on leadership development, strategic planning, and funding challenges:
 - Particularly regarding Pacific Source and state contracts.
- Continue proactive engagement with state and federal partners to advocate for local needs and ensure sustainable funding for critical services.

Adjourned – time: 2:40 p.m.

Minutes by: Mary Vityukova

Reviewed by: Gary L. White