1:00 p.m.  Call to Order/ Chairman’s Comments  
          President’s Comments  
          Approval of Minutes (Action)  
          Charles Wilhoite
          Joe Robertson, M.D.  
          Charles Wilhoite

1:10 p.m.  Financial Update  
          Lawrence Furnstahl

1:30 p.m.  Dept. of Public Safety Training Plan  
          Jeanette Mladenovic, M.D.,  
          Greg Moawad

1:50 p.m.  Oregon Institute of Occupational Health Sciences  
          Steve Shea, Ph.D.  
          Director

2:10 p.m.  Appointment of Board Secretary (Action)  
          Charles Wilhoite

2:15 p.m.  Other Business; Adjournment  
          Charles Wilhoite

Next meeting  
Thursday, Oct. 24, 2013  
School of Nursing, rooms 358/364  
1:00-3:00 p.m.
Board Members in Attendance: Charles Wilhoite, Ken Allen, Román Hernández, Poorav Patel, Maria Pope, Joe Robertson, Amy Tykeson, David Yaden

Staff Presenters: Lawrence Furnstahl, David Robinson, Jeanette Mladenovic, Norwood Knight-Richardson

Chair’s Comments

Mr. Wilhoite called the meeting to order, welcoming all in attendance and outlining the agenda for the meeting, including discussions and presentations about fiscal year financial results, student tuition costs and the institution’s strategic plan for diversity. Mr. Wilhoite recounted attending the Diversity and Inclusion Awards program, a wonderful event recognizing many talented faculty and staff for their diversity related contributions to OHSU. Mr. Wilhoite also participated in the School of Dentistry graduation ceremony describing it as an exciting event that is rewarding for faculty, staff, students and their family members.

President’s Comments

Dr. Robertson opened his remarks by identifying student debt and the strategic plan for diversity as critically important topics that pose a particular challenge in Oregon. With the initiatives being launched at OHSU in these areas, he expressed confidence that considerable headway has been made and will continue.

Dr. Robertson commented on recognition that Shoukrat Mitalipov is receiving for his successfully creating an embryonic stem cell from an ordinary human skin cell, describing it as a truly revolutionary development garnering worldwide recognition. Dr. Robertson commented on the nearly 1200 students who graduated from OHSU this year, and mentioned the anticipated arrival of Susan Bakewell-Sachs as Dean of the School of Nursing, and Phillip Marucha as Dean of the School of Dentistry. Dr. Robertson also welcomed Keith Todd, the new President of the OHSU Foundation and described Mr. Todd’s background and qualifications. Finally, he recognized Constance French for her exemplary service as interim President of the OHSU Foundation.

Dr. Robertson recapped OHSU’s experience with the legislative session, describing it as extremely successful, with OHSU receiving $3 million more than the budgeted amount proposed by the governor and with the passage of landmark legislation. Senate Bill 2: Scholars for Healthy Oregon creates opportunity for education at OHSU with zero tuition in exchange for commitments to service after graduation in rural or underserved areas. Bills were passed related to skin cancer prevention, biofuels, telemedicine, credentialing, changing the name of CROET to the Oregon Institute of Occupational Health Sciences, and better defining the dental campus. Dr. Robertson also mentioned passage of the public safety authority bill, conferring on the OHSU Board authority to authorize OHSU police officers to carry firearms. This issue will be brought to the Board for consideration in the fall.

Dr. Robertson announced that AIMS Technology received FDA approval for a device designed to assist the recovery of individuals suffering from stroke, spinal cord injuries, or other neurological injuries. OHSU has a significant commercial interest in this technology and believes that this is a tremendous market opportunity that will bring a financial reward, along with relief for many patients.

Finally, Dr. Robertson reported that Doernbecher Children’s Hospital continues to rank among the nation’s best children’s hospitals, and he mentioned the favorable and improved ranking of many of its pediatric specialties.

Approval of Minutes

Mr. Wilhoite asked for approval of the minutes of the March 21, 2013 Board meeting included in the Board Docket. Upon motion duly made and seconded, the minutes were unanimously approved.
Financial Update

Mr. Furnstahl described the proposed budget, noting that it was reviewed by the Finance and Audit Committee, and that it targets 5% growth in revenue to $2.2 billion. The budget reflects operating income of $65 million, funding for $150 million in annual capital projects plus completion of the Collaborative Life Sciences Building, while maintaining liquidity at or above OHSU’s benchmark for A+ credit. Mr. Furnstahl noted that OHSU will begin a transition to a more integrative budget approach with the following major thrusts: (i) focusing on our classic business — excellent academic health care, attracting and educating top students, and securing grant funding; (ii) implementing more standard operating procedures across the university to increase efficiency; and (iii) partnering with others and investing in the future.

Mr. Furnstahl commented that the key financial challenges for the budget include (i) the national slowing of healthcare spending and the corresponding flattening of our payment rates, (ii) federal sequestration and its impact on research funding, (iii) pension funding, (iv) the costs associated with new facilities that are coming online, and (v) the need to reduce relatively high tuition and student debt loads. The current fiscal year operating budget is $60 million, but in order to address those challenges in the next two years, OHSU must have operating income of $90 million and $110 million respectively. Through cost reduction strategies including a hiring freeze, the FY 13 actual run rate puts OHSU on firm financial foundation to meet those challenges.

Commenting on national trends, Mr. Furnstahl reported that over the last 40 years, national healthcare spending averaged 7.8% increases annually, but only 4% in the last two years, resulting in no payment rate increases and a need for OHSU to increase volume and clinical productivity while holding expenses. The NIH budget nearly doubled in the 1990s, but it has been flat against inflation since 2003 and is now decreasing 8-10% with the federal sequestration. May’s grant awards compared to last year are down 10-11%. Reduced grant awards will decrease research income over the next three to four years.

Moving to current operation performance, Mr. Furnstahl reported that operating income through May is $31 million above budget (including $7 million in one-time gains.) He noted clinical revenue and cost saving and efficiency efforts that supported that strong performance.

Mr. Furnstahl then discussed measures to meet FY 14 budget targets, including continued growth in patient activity, and greater application of gifts to operations and further cost reductions to offset reductions in grant funding. Patient activity is budgeted to grow at 5.7%. The clinical enterprise is striving to improve labor productivity, targeting the 31st percentile among university teaching hospitals, and the School of Medicine is accelerating the PwC initiatives.

On Mr. Furnstahl’s invitation, Dr. Jeannette Mladenovic outlined various education initiatives and priorities including developing better access for students, ongoing integration of the inter-professional curriculum, the development of web portals, and the recruitment of the new deans. Dr. Mladenovic noted that addressing the student debt burden and high tuition and fees remains a priority.

Turning to the research mission, Mr. Furnstahl mentioned efforts to shift from individual grants to program grants, to diversify the portfolio of research grant funding, and to track success rates in securing research funding and faculty research productivity. He also described a $4 million investment in the next two to three years to support the integration of research across OHSU. Responding to a question from a Board member, Dr. Dorsa explained that the program grants bring more support for infrastructure than do individual grants.

Mr. Furnstahl continued by describing the $150 million capital budget, of which $83 million is allocated to the hospital, $53 million to the rest of the university, including the Knight Cardiovascular Institute and the Knight Cancer Institute, and a final $14 million of capital funded by research grants. The annual capital budget does not include the Collaborative Life Sciences Building for which we will spend the final $90 million of our $205 million share in FY 14.

Referencing the balance sheet, Mr. Furnstahl explained that projections for fiscal year end reflect nearly a 10% increase in net worth due to strong operating performance and the Knight Cardiovascular Institute gift. Responding to a question from Mr. Willhoite related to the projected operating income for FY14 below actual FY13 operating income,
Mr. Furnstahl explained that the operating income is higher this year in part due to one-time revenues, but largely because of efforts across the university to increase baseline performance in advance of next year’s financial challenges.

Mr. Furnstahl outlined capital projects for FY14 -- replacing the three decade old telephone system, adding a new data center, funding the first year of capital in the Knight Cardiovascular Institute, replacing a chiller servicing the north side of campus, funding additional hospital beds and certain add high tech and imaging resources, and funding certain facilities and equipment replacement strategies.

Mr. Furnstahl summarized the key focus areas for the upcoming fiscal year -- hospital capacity and throughput, managing growth in patient activity to offset the lack of rate growth in payments, scaling the research enterprise to match the lower levels of federal grant spending, completing the productivity redesign effort, implementing the Knight Cardiovascular Institute business plan, and opening the Collaborative Life Sciences Building. A continuing challenge for the coming year is the uncertainty with the federal budget, the source of 40% of OHSU’s revenue. He concluded by noting that belt-tightening measures taken in this past year have helped position the institution to weather this uncertainty.

Mr. Wilhoite asked for approval of Resolution 2013-06-01, adopting the FY 2013-14 Operating Budget and Capital Budget. Upon motion duly made and seconded, the resolution was unanimously approved.

Auditor Approval

Mr. Furnstahl recounted that KPMG has presented a plan for auditing the FY13 financial statements, FY13 being the sixth year of KPMG’s performing those services for OHSU. The members of the Finance and Audit committee concluded that 7 years reflects an appropriate cycle to allow continuity and periodic testing of the market for auditors. Mr. Furnstahl recommended continuing with KPMG this year as they have done excellent work, charging reasonable rates, including keeping next year’s fees at the current rate.

Mr. Wilhoite asked for approval of Resolution 2013-06-02, selecting and approving KPMG as the OHSU auditor for FY14. Upon motion duly made and seconded, the resolution was unanimously approved.

State Achievement Compact

At Mr. Wilhoite’s invitation, Dr. David Robinson discussed the OHSU 2013 Achievement Compact. He provided background for the creation of the Oregon Education Investment Board (OEIB), for Compact 40-40-20 and for Senate Bills 909 and 1581, the latter Bill requiring the governing body of each educational entity to enter into an achievement compact with the OEIB for the upcoming fiscal year. The intent of establishing the achievement compacts is to set targets for statewide goals, report on the progress toward these goals, and to ultimately inform future decisions by the State regarding education.

OHSU’s Achievement Compact has 5 components, most related to performance metrics that OHSU has been measuring so that new reporting requirements are not necessary. Outcomes to be measured include the number and percentage of students who are Oregonians that are admitted to the Schools of Medicine, Dentistry, and Nursing respectively; the total number of graduate degrees and certificates awarded in the School of Nursing; and the total number of healthcare professional degrees and certificates awarded. Responding to questions from Board members, Dr. Robinson said that the Achievement Compact percentages do not present challenges relative to the targeted diversity and inclusion plans, and do not include tracking related to where students practice upon graduation.

Mr. Wilhoite asked for approval of Resolution 2013-06-03, approving the Achievement Compact with the Oregon Education Investment Board. Upon motion duly made and seconded, the resolution was unanimously approved.

Addressing Student Debt

Dr. Mladenovic began her remarks by calling the Board’s attention to copies of The State of Our Health, provided for the Board, noting that the publication was a part of the efforts in connection with the development of the School of Public
Health. She then described efforts by the institution to help students manage debt and to address OHSU’s tuition costs which are third highest among public medical schools, in the upper third among public dental schools, and higher than in Washington for a BS in nursing. Referencing materials circulated to the Board, she commented on OHSU student debt for various OHSU programs, emphasizing that while some students incur no debt, a large percentage of School of Medicine and School of Dentistry students graduate with over $200,000 in debt. Steps by OHSU to address this issue include (i) keeping the cost of medical and dental insurance flat for students, (ii) flattening the fee structure, (iii) limiting the tuition increase in the School of Medicine to 4%, (iv) pursuing efforts intended to reduce costs over time, such as streamlining central support services and utilizing a uniform academic calendar, and (v) requiring debt counseling for students who take on debt. She also described OHSU’s financial counseling activities.

Dr. Mladenovic described other initiatives to address the debt issue including handling scholarships (now referred to as grant-in-aid) via a single application process, providing more grant-in-aid money to students, timing the grant-in-aid for optimal advantage to students, and grant-in-aid focused on diversity. She also described Senate Bill 2: Oregon Healthy Scholars -- which will direct $2.5 million to approximately 21 Oregonians who in exchange for full tuition for the dental, medical, graduate, nursing, and physician assistant programs, commit to serve in rural or underserved areas, upon graduation. She also described OHSU’s tuition commitment that students in clinical programs will have no tuition increase during the duration of their program, a commitment designed to help manage student debt.

In response to Board questions, Dr. Mladenovic commented on the relationship of the K-12 pipeline programs and Senate Bill 2, she discussed the rate of increases in tuition at OHSU relative to other schools, and she and Dr. Robertson commented on the significance of student debt on the workforce. The debt load affects the types of students that are recruited more than the ultimate distribution of the workforce. To attract health care workforce members to rural areas, those areas must have educational facilities for family members and employment opportunities for spouses.

Mr. Wilhoite expressed appreciation for the efforts and focus on this significant issue and noted that OHSU should be proud of the quality of education and the value of the degree that students receive.

**Diversity and Inclusion Plan**

Dr. Norwood Knight-Richardson acknowledged Leslie Garcia, Michael Tom, and their staff for efforts in developing the Diversity Action Plan. The plan was constructed around OHSU’s Vision 2020 and is intended to accomplish a cultural transformation such that the institution not only values diversity but “lives” it. Dr. Knight-Richardson discussed the definition of diversity, the business case for diversity, the guiding principles for success in efforts to drive diversity and inclusion, and the vision of the Diversity Action Plan.

He outlined the five goals of the Diversity Action Plan -- to increase recruitment, strengthen retention, improve the climate of inclusion, build community partnerships, and create a benchmark for excellence -- noting that each goal has associated strategies and quantifiable metrics. Each mission will choose which goal(s) to emphasize, while pursuing all goals. A campus-wide assessment will be conducted this fall to measure progress against goals. Measuring progress will involve a self-evaluation, benchmarking against peer and notable institutions, and benchmarking against accepted standards created by organizations around the world. Responding to questions from Mr. Patel, Dr. Knight-Richardson explained that the diversity of outside vendors engaged by OHSU is identified when possible and that diversity related criteria are included in OHSU selection processes following the issuance of RFPs.

Discussion followed with the Board, Dr. Knight Richardson and Dr. Mladenovic regarding diversity related recruitment efforts for students and faculty, the challenges for OHSU given the competition with other institutions for candidates, training for Search Committees and Admissions Committees and ensuring that as a part of the retention goal, opportunities exist for candidates to senior leadership positions.

Mr. Wilhoite commended Dr. Knight-Richardson on his efforts and noted that he has seen positive results in a relatively short period of time. He cited the upward trend in OHSU minority and underrepresented minority enrollment as a positive development, noting that the Board wants to see advancement in diversity relative to students and faculty and to all parts of the institution. Mr. Wilhoite commented that as the largest employer in the city of
Portland, OHSU has a responsibility to present the best and most inclusive employment environment, and that the Board and the Executive Leadership Team are 100% committed to this plan and to the dedication of necessary resources to achieve the stated goals. This must be a long-term objective since the Pacific Northwest is not a diverse region, but results will be achieved if diversity remains a focused objective. Mr. Wilhoite recognized the efforts of Michael Tom and Leslie Garcia. Mr. Yaden encouraged the institution to work closely with the Oregon University System to identify students in middle school and create a motivational and financial pipeline for them.

Adjournment

Hearing no further business, Mr. Wilhoite adjourned the meeting at 3pm.

Respectfully submitted,

Amy M. Wayson
Board Secretary
Preliminary FY13 Financial Results

OHSU Board of Directors
September 12, 2013
Summary of FY13 Preliminary Results

- Unaudited results show FY13 operating income at $96 million
  - $36 million above budget
  - 15% over FY12 results
  - KPMG will report on its audit of final results in October

- OHSU’s operating income funds program and capital additions at nationally-competitive levels

- Operating cash flow positive $88 million in FY13

- Consolidated net worth up 69% over 7 years

- Declining results in first half led to mid-year corrective actions and strong second half recovery, with run-rate clearing FY14 impacts from pension costs and sequestration
## FY13 Operating Income ~$96 Million

<table>
<thead>
<tr>
<th>(millions)</th>
<th>FY12 Actual</th>
<th>FY13 Budget</th>
<th>FY13 Preliminary</th>
<th>FY13 - Budget</th>
<th>FY13 / FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient revenue</td>
<td>$1,441</td>
<td>$1,466</td>
<td>$1,520</td>
<td>$54</td>
<td>5%</td>
</tr>
<tr>
<td>Grants &amp; contracts</td>
<td>355</td>
<td>370</td>
<td>366</td>
<td>(4)</td>
<td>3%</td>
</tr>
<tr>
<td>Gifts applied to operations</td>
<td>49</td>
<td>62</td>
<td>62</td>
<td>(0)</td>
<td>27%</td>
</tr>
<tr>
<td>Tuition &amp; fees</td>
<td>55</td>
<td>63</td>
<td>59</td>
<td>(4)</td>
<td>7%</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>35</td>
<td>30</td>
<td>30</td>
<td>0</td>
<td>-15%</td>
</tr>
<tr>
<td>Other revenues</td>
<td>95</td>
<td>96</td>
<td>95</td>
<td>(1)</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Operating revenue</strong></td>
<td>2,031</td>
<td>2,087</td>
<td>2,132</td>
<td>45</td>
<td>5%</td>
</tr>
<tr>
<td>Salaries &amp; benefits</td>
<td>1,184</td>
<td>1,234</td>
<td>1,249</td>
<td>15</td>
<td>6%</td>
</tr>
<tr>
<td>Services &amp; supplies</td>
<td>566</td>
<td>604</td>
<td>592</td>
<td>(11)</td>
<td>5%</td>
</tr>
<tr>
<td>Medicaid Provider Tax</td>
<td>53</td>
<td>49</td>
<td>54</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>111</td>
<td>109</td>
<td>112</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Interest</td>
<td>35</td>
<td>31</td>
<td>29</td>
<td>(3)</td>
<td>-18%</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>1,948</td>
<td>2,028</td>
<td>2,037</td>
<td>9</td>
<td>5%</td>
</tr>
<tr>
<td>Operating income:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospital</td>
<td>81</td>
<td>60</td>
<td>79</td>
<td>19</td>
<td>-3%</td>
</tr>
<tr>
<td>Other University</td>
<td>2</td>
<td>0</td>
<td>17</td>
<td>17</td>
<td>797%</td>
</tr>
<tr>
<td><strong>Total OHSU</strong></td>
<td>$83</td>
<td>$60</td>
<td>$96</td>
<td>$36</td>
<td>15%</td>
</tr>
</tbody>
</table>
Distribution of FY13 Revenue

FY13 OHSU Operating Revenues (total = $2,132m)

- Patient revenue - hospital: $1,187m
- Patient revenue - faculty practice: $333m
- Gifts, grants & contracts: $429m
- Tuition: $59m
- State approp.: $30m
- Other: $95m
Distribution of FY13 Expense

FY13 OHSU Operating Expenses (total = $2,037m)

- Salaries & benefits: $1,249m
- Services & supplies: $592m
- Provider tax: $54m
- Depreciation: $112m
- Interest: $29m

Total: $2,037m
Mid-Year Correction Clears FY14 Hurdles

OHSU Operating Income: FY13 Run-Rate by Month and FY14 - FY15 Impacts (millions)

- FY13 Budget: $60
- Jul YTD: $47
- Aug YTD: $83
- Sep YTD: $77
- Oct YTD: $78
- Nov YTD: $66
- Dec YTD: $71
- Jan YTD: $61
- Feb YTD: $68
- Mar YTD: $83
- Apr YTD: $91
- May YTD: $87
- Jun YTD: $96
- FY14 Impacts: $68
- FY15 Impacts: $51

- CLSB
- Sequester
- PERS
- FY13 Run-Rate
Key Drivers of FY13 Performance > Budget

- 4.6% increase over budget in CMI/OP adjusted admissions (largely case mix)
- $40 million incremental revenues supported by only $4 million incremental expense
- $2 million in one-time revenues and $6 million in favorable accounting adjustments
- Schools and institutes met or exceeded budget targets, with $13 million unrestricted gain in School of Medicine—an especially strong performance
- $9 million savings in central administrative & support areas on $134 million base
- Debt restructured with A+ credit rating and lower interest rates
  - $35 million interest cost in FY12
  - $29 million in FY13 (with last refinancing in December)
  - $25 million in FY14: $10 million savings to bottom line
Balance Sheet Supports Intellectual Capital

**Intellectual Capital**
- 2,000 Faculty & 12,000 Staff

**Physical Capital**
- $1.4b Net PP&E

**Financial Capital**
- $2.1b Revenue
- $1.4b Investments
- $(0.8)b Debt

**$2.2b Net Worth**

**OHSU Net Worth (millions)**

- 6/30/06: $1,284
- 6/30/13: $2,169

7 Year Growth: 69%

FY13 Preliminary with Foundations consolidated
1,600 Jobs Created Since Financial Crisis

Trend in Total OHSU Headcount

- January 2007: 12,529
- July 2010: 14,135

Graph shows an upward trend in total OHSU headcount from January 2007 to July 2013.
OHSU Capital Additions vs. Depreciation and National Benchmark (millions)

FY06 - FY13 (millions)

- Capital additions: $1,138
- Depreciation: $758
- OHSU Ratio: 150%
- AA Benchmark: 158%

Graph showing capital additions and depreciation from FY06 to FY13 with a benchmark for comparison.
Disposition of FY13 Income > Budget

- $6 million represents non-cash accounting adjustments
- $2 million from affiliation payment invested in commercializing ORATECH
- $2 million added to Diversity fund for student aid and faculty recruitment, doubling amount from FY12 earnings
- Fund for world-class science, including $3.5 million OHSU senior scientist endowment and new Center of Human Gene & Cell Therapy
- Fund to backstop transition to new OHSU-wide faculty compensation plan, to be developed in FY14 as a core of new budget process
- One-third added to cash reserves to further strengthen balance sheet against uncertainty in health care environment.
Key Financial Challenges in FY14 – FY15

- National slowing of health care spending, flattening OHSU’s payment rates
- Federal sequestration and outlook for research funding
  - 2% cut to Medicare (about $7 million)
  - 8% cut to NIH and other federal programs (about $21 – 23 million gross, with about half falling to bottom line)
- Pension funding: PERS expense at +$10 million in FY14, with significant uncertainty
- Needed new facilities: CLSB interest, depreciation, operations & maintenance estimated at +$17 million in FY15
- OHSU tuition and student debt loads are relatively high
- In view of the financial landscape ahead, the cautionary belt-tightening implemented earlier this year helps OHSU manage these risks from a strong financial foundation
OHSU Awards Reflect NIH Budget Hold-Back

Grant awards are usually spent over ~3 years, and thus are a leading indicator of future research revenues on the income statement.
Recent legislation reduces PERS costs by 2.5%, if upheld by Supreme Court.

PERS Board reduced expected investment return from 8% to 7.75%, increasing PERS costs by 1.5% in FY16.
Key Focus Areas to Manage in FY14 Budget

- Hospital capacity and throughput for further growth in patient activity
- Scaling research enterprise to lower levels of grant funding
- Completing implementation of PwC/productivity & process redesign efforts
- Implementing Knight Cardiovascular Institute plan
- Managing transition to CLSB for mid-June 2014 opening
- Continued uncertainty in public policy, especially federal budget
- Developing a more integrated approach to OHSU’s budget, with a “faculty outward” look with unified and consistent expectations for faculty effort, compensation and support costs across OHSU
Lone gunman kills 32 in rampage at US university
OHSU Preparation for Potential Violence

• Multi-faceted approach
  – Prevention
    • Background checks
    • Panic alarms/lockdown ability
    • Multi-disciplinary Threat Assessment Team
    • Employee Wellness/Student Health
  – Mitigation
    • Electronic access vs. keyed access
    • Run Hide Fight
    • Appropriate law enforcement response to potential and actual incidents
Critical Incident Readiness Task Force

• 2008 Findings:
  1. Portland Police cannot provide adequate coverage
  2. Department of Public Safety (DPS) lacks sufficient legal authority to protect the campus

• 2008 Recommendations:
  1. OHSU should seek legislation to provide DPS with police officer authority
  2. OHSU should arm DPS officers or contract with police agency for armed presence
Police Officer Authority

• Senate Bill 658 (2009)
  – Enhanced training on mental health, law, communication
  – Enhanced lawful abilities
    • Proactive
    • Stop and frisk
    • Police officer holds

• DPS has 19 sworn and state-certified officers
  – Psychological screening
  – 16-week Academy
Armed Presence

• Contracting is unworkable
• Submitted legislation modeled after 2011 Oregon University System bill
• Legislation requires re-commissioning of DPS officers at October Board meeting, effective January 1, 2014

• OHSU could legally arm its officers that same date, but will not
Road Map – Training

• OHSU’s unique environment requires uniquely trained police officers
  – Hiring a trainer
  – Monthly training, built by community consensus
    • Firearms
    • Communications
    • 40-hour crisis intervention training
    • De-escalation
  – Cross-agency training
Road Map – Policies

• Establish policies, built by community consensus
  – Firearms
  – Community oversight of all force, used or threatened
  – Complaint process
  – Mental health interactions/strategic disengagement
Road Map – Board Actions

• October 2013: Board re-commissions officers, effective January 1, 2014

• January – March 2014: Board reviews proposed training regimen

• June – September 2014: Board reviews training progress and votes on arming, subject to training completion
Promote health, and prevent disease and disability among working Oregonians and their families.

Steven A. Shea, PhD
Oregon Health & Science University
Center for Research on Occupational & Environmental Toxicology (CROET)
Recent Bill in Oregon State Legislature

Change name from
Center for Research on Occupational & Environmental Toxicology
to
Oregon Institute of Occupational Health Sciences

• New name better reflects current and anticipated activities
  • Sponsor: Representative Jennifer Williamson
    • Passed house & senate (unanimous)
    • Changes Jan 1 2014
State Mandate:
Conduct basic and applied research, outreach and education to address Oregon’s occupational health needs

Discovery

Safety

Knowledge

Health

RESEARCH

Basic

Translation

Prevention

Diagnosis

Technology Transfer

Treatment

Cure

Applied

Professional Engagement

State

Regional

National

International

Teaching, Education, Training

Workforce

Professionals

Outreach

Toxicology Information Center

Chemical Risk Information Service

CROETweb.com
Main Research Areas

**Total Worker Health**
Oregon Healthy Workforce Center (OHWC) develops, tests and disseminates programs that integrate safety, health and wellness into single programs to reduce injuries and improve health

**Exposure: Consequences and Prevention**
Characterize adverse effects of occupational exposures, determine mechanisms of adverse effects, and develop interventions to reduce exposures and adverse consequences

**Strategies and Solutions for Vulnerable Workers**
Tailor programs to help prevent adverse consequences in specific vulnerable occupations such as young workers, agriculture workers and solitary workers

**Sleep and Shiftwork: Impact on Health, Safety, and Productivity**
New research program to screen for and treat sleep disorders, educate workforces about ‘sleep health’, and implement interventions to improve sleep, safety, productivity and overall health

**Injury, Treatment, Recovery and Prevention**
Physical injury is the largest contributor to workers’ compensation costs in Oregon. We conduct research on the causes, treatment, recovery and prevention of workplace injuries
CROET THEME: SLEEP, SLEEP DISORDERS, SHIFT WORK, SAFETY AND PRODUCTIVITY

Let’s Get Healthy
(Workplace, community & school health fairs [and data collection])

Sleep and Shift Work:
Impact on Health, Safety and Performance
(CROET Symposium, June 2013)

Organizational factors that improve sleep, health, safety and performance
(Ryan Olson, PhD; Jackie Shannon, PhD; Kerry Keuhl, MD)

Physiology of shift work, sleep loss & sleep disorders in humans
(Steven Shea, PhD)

Physiology of shift work in animals
(Matthew Butler, PhD)

How the Circadian Pacemaker Works
(Charles Allen, PhD)
Occupational issues of Lone Workers - Ryan Olson

Developed a wellness and safety intervention program for truck drivers:

- training (eg, dietary choices)
- self-management
- team competition

Results (over 6 months) were reductions in:

- truck driver weight 6 mo -7.8 lbs
- use of sugary drinks 30 mo -18.3 lbs
- hard braking

Randomized trial in ~ 400 truck drivers

Funding: National Heart Lung & Blood Institute
ACCOMPLISHMENTS

Since CROET began in 1988, there have been many accomplishments. Listed below are several of the ones we consider the most important. Below are a much larger number of "highlights" from the annual reports beginning in 2001 that document these accomplishments in more detail and many others.

The CROET programs include:

- Outreach, Education, Dissemination
- Workplace Interventions
- Genome Sciences
- Injury and Recovery of Nerves and Muscles
- Sleep and Circadian Rhythms

We have built CROET as a series of vertically integrated programs, from cellular to animal to human laboratory to workplace interventions, as depicted by the graphic, each interacting on multiple levels.

Outreach, Education, Dissemination

Information & outreach serves the CROET mission by interfacing with our Oregon stakeholders to provide opportunities for education, translation of CROET research and individual consultation.

Resources available to Oregonians: Scientific expertise: Webinars: CROETweb.com, “Oregon & the Workplace” blog, social media; newsletters. Through these means we have provided the following programs and accomplishments (through 2012):

- Toxicology Information Center has provided individualized no-cost consultation on occupational safety and health on a free-to-Oregon call-in phone line (150,250 calls answered per year for the past 10 years [currenty 47 Oregon clients including municipalities])
- Health & Safety Symposium provided in CROET workplaces
- Let’s Get Healthy! Lending Library well lifestyles that has been used in 20 Oregon workplaces
- Chemical Risk Information System (CRIS)
- Invention of cTRAIN computer-based training software for advanced degrees for imaging software; dissemination model to make the software and grant-supporting company that now uses revenue (~$400K in awards) to evc, and web delivery environments. The software has been sold by 10 Oregon grants, 10 multi-year federal grants, 1 Centric (total awards of ~$6 M). This has led to the development of prevention of skin cancer. This is especially important for outdoor workers in Oregon since the State has one of the highest rates of melanoma skin cancer in the nation ( ranking 8th in 2003) and a higher melanoma mortality rate than the national average ( ranking 9th in 2004).

Workplace Interventions

- Established a widely-respected capacity to conduct site visits at all levels in Oregon. This capacity includes our (e.g., Management Labor Advisory Committee/NALC, WorkSafe) individual businesses and labor organizations, and our centers/programs (e.g., Oregon Healthy Workforce Center, and Control Evaluation-FACE-C). Our research capacity and our OHSU, OSU, OLYPERC, OSU/School of Public Health, Kais Health Authority St. Charles of Bend, and numerous other: CROET’s summer intern program.
- Providing leadership in the creation of evidence-based integrate health programs with injury prevention. Recognize and productive, CROET showed national leadership by the at-risk population of truck drivers, which is the only project that publish “Total Worker Health.”Shift is a team weight loss model, motivational interviewing. Over a 6-month period truck drivers mean (7.8 10) and made medium at large (5 = 49, consumption of sugary drinks and snacks, fast food, dietary (recorded by truck engine, associated with fatigue and at risk paper competition at Work, Stress, and Health (APL/NIOGSH-NHLBI) ($2.8 M) to conduct a randomized controlled trial of a.
- Developed the “Let’s Get Healthy!” Interactive education an area about research and the quality of their own lifestyle and recommendations. Sought by communities throughout Oregon (43 years through 2012), the program has been adopted by 1 being integrated into Oregon school programs (e.g., St. Hel students, the workforce of the future, state health edu 10,877 participants through 2012), the program has been more in the queue who have requested a Let’s Get’s funding has been $23, with total funding of $2.2 M.
- Developed a rapid state-of-the-art drug discovery assay that has been used to screen over 400,000 bioactive molecules for inhibition of DNA replication. This represents the initial step in drug development that may improve therapeutic outcomes in a variety of cancer patients including those with gliomas that are among the most common form of brain cancer and generally regarded as incurable.

Served on the advisory council for the National Institutes of Environmental Health Sciences through a multi-year commitment to provide leadership on policies that guide national programs. This service provides important opportunities to represent environmental issues that are important for the health of Oregonians.

Nervous System Damage and Repair Program

- Identified proteins that coordinate nerve growth and muscle innervation during normal development and following injury. By determining the mechanisms of action of these proteins, we can develop new strategies to speed recovery, or even inhibit damage, from neuromuscular injuries.
Focus on intervention effectiveness

Support improved Total Worker Health (TWH™):
- lifestyle choices
- safer work practices
- better psychological and physical health

TWH Projects:
- provide training / education
- motivate change by increasing social support, through
  - team activities
  - work or organizational restructuring
  - social media (young worker project)

Project PIs from the 4 largest research Universities in Oregon:
OHSU – PSU – UO - OSU
Oregon Healthy Workforce Center

Current projects

1. Creating Health & Safety Communities for Home Care Workers
   (Ryan Olson: CROET/OHSU)

2. Team-Based Work-Life and Safety for Construction Workers
   (Leslie Hammer: PSU)

3. Health Promotion to Reduce Health Risks in Correctional Officers
   (Kerry Kuehl: OHSU)

4. Health Promotion and Health Protection in Young Workers
   (Diane Rohlman: CROET/OHSU)

5. Training supervisors to Promote Health/Safety In Construction
   (Kent Anger: CROET/OHSU)

Pilot Project: ‘Be Active Be Safe’ Training for Workers with Disabilities
   (Laurel Kincl & Simon Driver: OSU)

Education and Outreach:
Dede Montgomery (OHSU)
Steve Hecker (UO/LERC)
MISSION:

• Partner with communities and researchers to test behavioral and lifestyle interventions aimed at improving health

• Empower people of all ages to make educated healthy lifestyle choices

• Facilitate population health research and disease prevention
Let’s Get Healthy
(Jackie Shannon)

- Entry Kiosk
- Diet Assessment
- Body Composition
- Blood Chemistry
- Genetics
- Sleep Station
- Cancer Risk Behaviors

- barcode wristband
- questionnaire & nutrient analysis
- height, weight, % body fat
- cholesterol, triglycerides, glucose, blood pressure
- via mouthwash for DNA research
- sleep quality and quantity, sleepiness
- risk assessment family history
Summer Intern Program (since 1995)

- 10-15 interns/year (from ~150 applicants/year)
- Interns work on a project over summer
- Present a scientific poster
Health and Safety Seminars

- Workplace Accommodations & Return to Work*
- Creating a Healthy Workforce
- Managing the Aging Workforce*
- Oregon's Workplace Health and Safety: Looking Forward to 2020**
- The Body's Response to Environmental Stress
- Innovative Communications & Messaging
- Innovations in Safety Climate*
- Green Chemistry, Safer Alternatives and Work
- An Authoritative Look at the ROI of Workplace Wellness Programs
- Workplace Aggression: Causes, Consequences, and Prevention*

* Co-sponsored by PSU OHP  ** Co-sponsored by Oregon OSHA
CROET Presents:
Center for Research on Occupational and Environmental Toxicology

Sleep and Shift Work:
Impact on Health, Safety and Productivity

FRIDAY, JUNE 14, 2013
9:00 AM - 4:00 PM
OHSU School of Nursing Auditorium
Exhibits
(typical year)

- Northwest Agricultural Show
  - Portland, January
- Northwest Environmental Conference
  - Portland, February
- Oregon Governor's Occupational Safety & Health Conference
  - Portland, March
- Blue Mountain OR OSHA Conference
  - La Grande, June
- Oregon Building Trades Annual Conference
- Central Oregon OR OSHA Conference
  - Redmond, September
- Northwest Occupational Health Conference
- Southern Oregon OR OSHA Conference
  - Medford, October
- Oregon Small Business Fair
- Western Pulp & Paper Workers OSHA Conference
  - Portland, December
1. CROET faculty member learned of a salon hair stylist complaining of nose bleeds and other symptoms after using a hair straightener.

2. Dede Montgomery investigated, obtained the product and took it to OR OSHA.

3. OR OSHA analytical lab identified overexposure to formaldehyde.

4. CROET and OR OSHA put out an alert to hair stylists and salons in Oregon.

160,000 hits/year
Social Media

• Oregon and the Workplace Blog (1000 hits/month)
• Facebook (where Brazilian Blowout took off)
• Twitter (Blogs and Facebook entries tweeted ... and re-tweeted by others including NIOSH)
12 primary faculty + 3 secondary
All faculty are grant-funded:
Budget and Annual Reports

>$4 M additional commitment from OHSU 2012-2015
RESOLUTION 2013-09-04
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS
(Appointment of Secretary and Assistant Secretary to the Board)

WHEREAS, with anticipated departure from OHSU of Amy Wayson who has served as Secretary to the Board, the Board wishes to appoint a Secretary to the Board and Assistant Secretary to the Board effective immediately.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors that effective September 12, 2013, Connie Seeley is appointed as Secretary to the OHSU Board of Directors to serve at the pleasure of the Board, and Janet Billups is appointed as Assistant Secretary to the OHSU Board of Directors to serve at the pleasure of the Board.

This Resolution is adopted this 12th day of September, 2013.

Yeas ______
Nays ______

Signed by the Secretary of the Board on September 12, 2013.

_______________________________
ENTER NAME HERE
Board Secretary