



# SCHOOL OF MEDICINE

*Oregon Health & Science University*

## Office of the Dean End of Year Report FY 2011

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**Summary** In fiscal year 2011, OHSU embarked on an ambitious path to develop a new business model responsive to the rapidly changing external landscape, including health care reform, declines in government funding, and evolving priorities in the national research agenda.

A foundational strategy associated with OHSU's long-term success at identifying new opportunities in this climate is to develop, support, and reward a highly productive and collaborative faculty within the School of Medicine, and also to engage the faculty in strategic initiatives that encourage excellence and innovation across all missions. Many of the efforts in the School of Medicine during FY 2011 were directed at supporting and enhancing opportunities for faculty success, including diverse faculty.

We recruited and appointed new faculty leaders to the School of Medicine whose focus includes collaboration and innovation. We supported faculty-driven planning efforts, including the School of Medicine Research Roadmap and a reorganization of the Office of the Dean, to position us to excel in the new reality. We pursued and are now creating business plans around specific research initiatives to generate new revenue from research discoveries, and we developed new industry partnerships, including with FEI. We engaged clinical leadership and faculty in developing health care delivery strategies responsive to the evolving landscape including reform and the growth in Medicare/Medicaid populations. We invested in faculty development programs and are developing new analytical tools and data to better support departmental and faculty productivity. We facilitated clinical faculty compensation reviews—including increases to benchmark with AAMC salaries—and developed compensation plans tied to productivity for research faculty.

The School of Medicine received maximum accreditation for both the Graduate Medical Education and Continuing Medical Education programs, both with commendation and no citation. This unusual honor is a strong testament to the strength of our faculty and administrators. We rank among the top schools nationwide for educational excellence in primary care, rural medicine and family medicine. Our faculty physicians were selected by a wide margin as the best doctors in Portland by the *Portland Monthly* magazine survey. We are focused on helping to reduce the debt of our graduates; currently about 50 percent of our MD students now receive some form of scholarship support or tuition waiver from the School of Medicine. We named the first four Swindells Family Scholars stemming from the anonymous \$10 million gift to the School of Medicine to support MD scholarships. Reducing student indebtedness will remain a primary goal for FY 2012 and beyond.

Fundamental to supporting collaboration and innovation is promoting a culture of trust and predictability. This year we embarked on a process to simplify our budget models to provide greater transparency of funds flow. This involves beginning to reverse a complex layer of what can best be called “back door” mechanisms of internal support that have evolved and been perpetuated for many decades. We worked closely with OHSU Central Financial Services to change the Overhead Cost Allocation (OCA) methodology in ways that improve its usefulness for departmental planning.

The School of Medicine had a solid financial performance in FY 2011. Net income for the year was \$700,000 against a budgeted loss of \$3.9 million for a budget variance of \$4.6 million. The solid performance from this past fiscal year supports the School of Medicine’s ongoing strategic efforts to support faculty success, engagement and retention, as we evolve into a 21st century medical school.

Looking ahead, in FY 2012, we will continue to seed the ground for future transformation, which will include a redesign of our MD and Graduate Studies curriculum to better meet the needs of 21st century society, medical school class expansion, and a move to the Collaborative Life Sciences Building on the South Waterfront in early 2014.

### *By the numbers*

**1,850:** faculty

**535:** MD students

**76:** % MD class from Oregon

**666:** graduate studies students

**800:** residents and fellows

**#3:** rank of primary care education program by *USN&WR*

**#11:** rank nationwide for meeting social mission by *Annals of Internal Medicine*

**21,869:** participants in CME

**7:** basic science departments

**19:** clinical departments

**1/3:** proportion of Oregon physicians who received all or part of their training at OHSU

**46:** % MD grads who practice in Oregon

**57:** % MD grads who chose primary care in 2011

**240:** total PhD candidates

**26:** graduate degree programs

## HIGHLIGHTS

Leadership: We recruited and appointed dynamic and collaborative leaders to the School of Medicine—Joe Gray, PhD, Chair, Biomedical Engineering; Susan Hayflick, MD, Chair, Molecular and Medical Genetics; Lisa Coussens, PhD, Chair, Cell & Developmental Biology; Lesley Kahl, MD, Associate Dean for Strategic Initiatives; and Eric Orwoll, MD, Associate Dean for Clinical Science. The School of Medicine now is one of a few schools with three women basic science chairs. We continue to ensure that we are developing and recruiting diverse leaders, and supporting a professional climate that provides opportunities for success for all faculty members. This includes ensuring that representation on key governance committees in the School of Medicine reflects our goals for a diverse faculty and inclusive professional environment.

Collaboration: We led a collaborative planning process across basic and clinical departments to develop a five-year School of Medicine Research Roadmap; established a faculty-driven and highly inclusive organizational framework of 13 committees for completing the data collection, analysis and institutional self-evaluation required for the scheduled LCME site visit in January 2012; supported efforts to revise the Professional Staff bylaws and obtained the needed clinical faculty vote to approve their adoption.

Integration: We began a process to reorganize the Office of the Dean to reflect the mission and educational continuum that will be emblematic of a 21st century medical school; initiated a national search for a Senior Associate Dean for Education, who will have oversight over all educational programs, including MD, Graduate Medical Education, Continuing Medical Education and Graduate Studies; supported the administrative integration of the departments of Pediatrics and Obstetrics & Gynecology, and the Child Development & Rehabilitation Center, such that the three units are now supported by a single administrative platform to improve performance and save money.

Outreach: This year, we continued our efforts to establish a statewide Graduate Medical Education (GME) Consortium; focused intently on developing new support for scholarships and loan repayment programs for students in both the MD and Graduate Studies program; engaged proactively with community partners including the Marquam Hill Steering Committee, School of Medicine Alliance, ARCS, and others; created new programs and outreach efforts to connect with the School of Medicine alumni community. We continued to focus on encouraging young people to consider careers in health care, especially from diverse communities. Our diversity pipeline programs, undertaken in collaboration with the Center for Diversity and Multicultural Affairs, grew this past year and attracted many applicants. Similarly, we supported multiple pipeline resources, including enrichment programs, academic advising, information sessions, open houses, a career conference, and a mentor–mentee program.

Honors: Our GME program received a five-year re-accreditation —the longest possible— with praise for our focus on resident and fellow wellness; also received the maximum six years reaccreditation with commendation for our CME program; received a rank of third nationwide

for excellence in primary care education programs, second in family medicine, and fourth in rural medicine from *US News & World Report*; received the highest number in Portland metro area of “top doctors” from *Portland Monthly’s* annual survey.

## DETAILS

### Administration

- Appointed Steven Primack, MD, as interim Chair of the Department of Diagnostic Radiology, and initiated a national search for a permanent leader.
- Appointed Molly Osborne, MD, PhD, as interim Associate Dean of Undergraduate Medical Education, and Edward Keenan, PhD, as Associate Dean for LCME Accreditation.
- Appointed Brian Druker, MD, Associate Dean of Oncology, as part of the implementation of the OHSU Knight Cancer Institute strategic plan.
- Introduced and initiated implementation of multi-year financial strategic initiatives:
  1. *Research faculty salary coverage*: A minimum of 70 percent by grants, contracts, and other activity with financial support attached, including teaching hours in the MD program.
  2. *Research staff salary coverage*: All lab staff salaries are covered by grants/contracts.
  3. *Clinical faculty productivity*: Continue efforts such that benchmarked productivity is uniformly met across all departments.
  4. *Clinic support staff levels*: Align clinical staffing with volume/physician activity.
  5. *Department administrative integration*: Operating structures feature designated high-level leaders in research, finance, revenue cycle management, education, human resources, and others as needed.

### Professional development

- Significantly increased the number of faculty receiving annual reviews by connecting this action to chair evaluations; increased frequency and quality of new faculty orientation; promoted 90 faculty, many of whom elected to use new clinical series for advancement; improved exit interview program for faculty; developed faculty “portal” website bringing together professional resources in one e-location; also enhanced diversity resources and tools for new faculty and chairs orientation.
- Supported the participation of over 200 faculty from 15 different departments who participated in School of Medicine-sponsored faculty development sessions.
- Established a Leadership Quarterly program which brings together the past cohorts from the Lead Mentor, Paths to Leadership, Education Leaders Initiative and the MBA in Healthcare Management programs to create an opportunity for rich collaboration focused on nurturing leaders, developing change agents, and amplifying existing strengths in our units.
- Continued investment in on-campus faculty mentoring and leadership development programs (Paths to Leadership and formal mentoring offerings), including efforts to support the advancement of women and minorities.

- Supported and led the Collaborative Research Leadership Group (~60 faculty members) in their strategic planning efforts and provided regular leadership information to the group.
- Worked to recast the Faculty Council to provide better information to the group for their use in communicating back to faculty and bringing faculty concerns forward.
- Sent 16 administrative managers through OHSU's eight- week Leadership Development Program.
- Conducted 10 School of Medicine Management Training Sessions attended by 200 managers.

### **Clinical: Faculty Practice Plan/University Medical Group**

- Continued the long-term positive trends in total Faculty Practice Plan (FPP) collections of about 9 percent growth per year, finishing the year in a solid financial position.
- Continued to monitor faculty salaries against national benchmarks so that physicians are compensated at median levels for comparable positions.
- Began receiving federal incentive payments for successfully implementing Meaningful Use for Electronic Health Records; this was a complex undertaking involving the individual performance of about 650 clinical faculty and many support staff; the FPP is eligible for about \$20 million from this program over five years.
- In collaboration with the Hospital, Office of Medical Affairs, Legal and others, revised the Professional Staff Bylaws and took the lead in explaining the changes to clinical faculty in advance of the successful faculty vote to approve the changes; the new bylaws streamline the authority of the Professional Board and help support a more effective framework for implementing new quality initiatives.
- Received recommendations from the OHSU Medicare Task Force, led by John Saultz, MD, Chair, Family Medicine. Discussion and implementation plans for the recommendations are now underway.
- Introduced individual faculty electronic access to revenue cycle data via Anodyne Physician Dashboards through the University Medical Group (UMG).
- Rebated \$1 million of the total billing and collection fees to clinical departments, and also implemented a permanent reduction in fees—all due to strong revenue cycle performance of UMG and the clinical departments.
- Successfully reported as a group for the federal Physician Quality Reporting System and the Electronic Prescribing (eRx) Incentive Program, qualifying the FPP for some \$900,000 in incentive payments.
- Implemented changes to the internal patient referral process, standardizing the responsibility of insurance authorization and putting an ambulatory practice-wide standard of 48 hours (two business days) into place for contacting the patient in acknowledgement of the referral.

## Research

- Received about \$230 million in research grants and contracts (nearly two-thirds of all research dollars awarded to OHSU are awarded to School of Medicine faculty/departments).
- Held a first-of-its-kind, all-school strategic planning retreat for research faculty leadership, including clinical and basic science departments and units.
- Developed a School of Medicine Research Roadmap through a year-long collaborative planning process; initiated the process of developing annual implementation plans (the blueprint) for the roadmap.
- Launched process improvement efforts to reduce under-enrollment of clinical trials and unfunded research.
- Participated in the successful renewal of OHSU's Clinical Translational Science Award, supporting the Oregon Clinical and Translational Research Institute (OCTRI).
- Led the McKinsey engagement to identify and develop business plans for investment-ready initiatives in our research mission that have the potential to return revenue to the School of Medicine.
- Led searches for key new recruits to School of Medicine research mission and to the OHSU Knight Cancer Institute, including for Joe Gray, Paul Spellman and Lisa Coussens.
- Made two basic science recruitments through the Collaborative Recruitment Pool—an initiative among 12 basic and clinical departments to support joint faculty recruitments in alignment with our strategic focus.
- Led discussions and negotiations to create the FEI Living Lab Collaboration, which brings advanced microscopy equipment and expertise to OHSU as part of the OHSU Center for Spatial Systems Biomedicine.
- Further socialized and implemented Research Productivity Compensation Plans for research faculty—similar to productivity plans for clinical faculty; two department plans are in development and three plans are approved.
- Developed Strategic Plans for the use of space by individual departments.
- To help meet goals for more program-type awards and to facilitate translational research success, supported the development of basic and clinical research focus groups (such as diabetes, aging and neuroinflammation).
- Partnered with the OHSU Foundation to develop strategies to identify novel research concepts for philanthropic foundation funding.
- Established the Basic Science Council composed of chairs and key faculty charged with enhancing collaboration across the research mission.

## Education/Graduate Studies (666 students)

- Awarded a record number of degrees: 113 MS and 50 PhD degrees including two MD/PhD students.
- Undertook a review of the Graduate Studies Program to develop initial recommendations on actions needed to bring greater efficiency and organization to the dispersed department-based programs.

- Established two new educational programs: Cancer Biology Graduate Program (PhD) has enrolled four students; the Medical Physics PhD program has been approved.
- Created and implemented an annual student census to track student publications and awards and provide student data for graduate program review and for T32 grants.
- Created a method for regular assessment of all graduate programs; program review has begun a five-year cycle in coordination with the Office of Student Affairs.
- Met with Graduate Programs across Oregon to discuss the potential of forming a statewide Dean's Council for Graduate Education to enhance collaboration and information about best practices.
- Enhanced scholarship support through a partnership with Vertex Pharmaceuticals and the creation of the OHSU Research Scholars program; continued strong relationship with ARCS.
- Provided opportunities for MD minority students to attend diversity-themed conferences and obtain professional development. CeDMA and students also attended both national and local conferences to recruit for both the MD and Graduate studies programs.
- Transitioned admissions process to a paperless model; enhanced ability to collect student data on applicants to all graduate programs.

### **Education/MD program (535 students)**

- Awarded degrees to 104 graduates, including 99 MD, 2 MD/PhD, and 3 MD/MPH
- Received and processed a record number of applications for the 2011 application cycle; of the 4,835 applications received and processed, 428 (9%) were Oregonians.
- Interviewed 525 applicants, of which 215 (41%) were from Oregon.
- Accepted a class size of 128 students, of which 97 (76%) were Oregonians.
- Enhanced scholarship support—nearly 50 percent of all MD students now receive some scholarship support; awarded the first cohort of Swindells Family Scholars.
- Implemented the multiple mini interview (MMI) process—after extensive study and a trial implementation, adopted this new format for interviewing our candidates to the MD, MD/PhD, and MD/MPH programs; conducted extensive outreach to constituents to become involved, including community physicians, senior medical students, alumni, and house staff. We are among only a dozen or so medical schools who have adopted this new process.
- Continued to expand our collaborative outreach efforts to include work with the Area Health Education Centers (AHEC) through the implementation of the “A Day In The Life” program, a program designed to introduce rural students to the OHSU medical school experience and medicine in general.

### **Education/Physician Assistant program (75 students)**

- Conferred 35 master's degrees to the Class of 2011, bringing the total number of physician assistant graduates to 384 since the program began in 1995.
- Received and processed a record 902 applications for the 2011 application cycle. Interviewed 120 applicants from across the country and accepted a class of 38.

- Recognized by *US News and World Report* as sixth among the 159 currently accredited physician assistant programs nationwide.
- Provided leadership to and engaged with advocacy groups to support successful legislation to modernize the licensure and practice of physician assistants in the state. SB224, signed by the Governor on June 29, 2011, provides for individual licensure and scope of practice to be determined at the practice level by the supervising physician and the PA. Oregon law now includes five of the six “Key Elements of a Modern Physician Assistant Practice Act” as defined by the American Academy of Physician Assistants.
- Provided national leadership on curriculum and other aspects of physician assistant education with Ted Ruback, the program’s founding director, serving on the Board of Directors of the Physician Assistant Education Association (PAEA) as immediate past president. PAEA is the national organization representing all currently accredited PA programs.
- Continued our strong programmatic focus on service to rural Oregon with all students spending on average 20 weeks in supervised clinical rotations in rural settings throughout Oregon as part of the 14-month clinical phase of their education.
- Held our 15th annual Certification and Recertification Review Course for Physician Assistants which offered 27 hours of CME to 149 physician assistants and new PA graduate attendees preparing for certification and recertification with the National Commission on the Certification of Physician Assistants.

### **Education/Graduate Medical Education (800 trainees/residents)**

- Graduated 250 residents/fellows.
- Received maximum accreditation marks from the Accreditation Council for Graduate Medical Education for the institutional review with a five-year re-accreditation—the maximum period—and no citations and with commendations.
- Maintained a rank of #10 in the nation for in-state retention of new physicians with 57 % of trainees choosing to practice in Oregon (AAMC data).
- Added four new residency programs to fully accredited status for a total of 75 programs.
- Facilitated 27 ACGME site visits of our programs and performed 16 internal reviews of our programs.
- Implemented standards to accommodate a new set of duty-hour and related requirements from the ACGME, which required complex and long-term planning.
- Appointed Patrick Brunett, MD, as Assistant Dean for Graduate Medical Education.
- Appointed Andrea Cedfeldt, MD, as an Education Consultant.
- Facilitated a retreat for GME leaders with systems’ consultants from Virginia Mason Hospital in Seattle.
- Coordinated and supported the House Officer Association initiatives related to new hospital-wide patient safety efforts.
- Added a diversity component to the new House Officer’s Orientation, which included a welcome letter on behalf of the Center for Diversity and Multicultural Affairs (CeDMA).

- Expanded the Spanish medical terminology course (eight weeks) to include house officers and fellows (coordinated by CeDMA).

### **Education/Continuing Medical Education**

- Provided 657 hours of instruction resulting in 21,869 hours of credit earned by physicians and other health care professionals at OHSU.
- Provided 674 hours of instruction to 4,456 providers across Oregon and the Northwest.
- Received a six-year re-accreditation with commendation from the Accreditation Council for Continuing Medical Education; this is the highest level of accreditation offered.
- Selected as one of 12 academic medical centers nationally to participate in the Aligning Education for Quality Project of the Association of American Medical Colleges; as part of this pilot project, CME and University Hospital will develop and evaluate methods to incorporate CME into quality improvement initiatives.
- Held a joint CME/GME educational summit, which brought together OHSU faculty involved in CME and GME to promote the inclusion of quality improvement and systems management into educational efforts across the continuum.
- Continued to develop innovative educational programs, including:
  - Professional Training in Global Health: 24 physicians and three other providers have completed training since the program began three years ago; nearly all have subsequently worked in underserved areas of the US and the world, and many have made several trips to provide care in developing countries.
  - Childhood Food Insecurity: In collaboration with Oregon State University, this internet-based activity reaches learners nationally and internationally with strategies for identifying and addressing the problem of children and families at risk for food insecurity.
  - Palliative Care: Seminars in palliative care are now being made available in rural areas of Oregon where healthcare providers may find it difficult to leave their practices for this important training.
  - TeamSTEPPS “Master Trainer” Training Program: This course focuses on improving communication among members of the medical care team. It is designed to promote a shared understanding of team members’ roles and responsibilities, an awareness of other members’ needs, and an understanding of the conflict resolution process.

### **VAMC Partnership**

- Surveyed OHSU faculty members who have some portion of their clinical or research practice at the Portland VA Medical Center (PVAMC) to learn about opportunities for improvement in their work environment.
- Based on results, identified areas needing to change, specifically the way in which the School of Medicine communicates with the VA faculty and uses their VA e-mail addresses.
- Continued efforts to establish a joint VA-OHSU Institutional Review Board to make it easier to conduct investigations simultaneously on both sides of the bridge.

- Continued to support the work of the OHSU/PVAMC Oversight Committee, which includes leaders from both organizations, to address common interests and concerns.

## Communications

- With support from Graduate Studies, established the OHSU *StudentSpeak* blog where students, including diverse students, discuss their educational experiences at the School of Medicine; this popular web-based communications tool receives thousands of hits per month.
- Continued to improve faculty communications with the launch of *SOM Research Voice* which provides bi-weekly updates on strategic initiatives, news, and other information curated specifically for the faculty research audience.
- Developed a joint communication strategy bridging the hospital and FPP for clinical faculty and resident communications, and integrated Epic communications in this, as well. This significantly reduced e-mail traffic to clinical faculty.
- Enhanced social media presence, working in collaboration with the OHSU Foundation and Strategic Communications; conducted first live Twitter stream at graduation.
- Expanded *SOM News* to include alumni community for whom e-mail addresses are available, and issued one edition of the alumni print magazine *Bridges* mailed to about 14,000 postal addresses.
- Worked in collaboration with OHSU Strategic Communications, Government Relations, CeDMA, Healthcare Communications and Marketing on all initiatives involving/affecting the School of Medicine.