



SCHOOL OF MEDICINE

Oregon Health & Science University

Office of the Dean End of Year Report FY 2012

Summary

After several years of important foundational work, the School of Medicine is poised to achieve many of its long-term strategic goals related to reimagining and recasting itself for the 21st century – a necessary prelude to meeting the evolving needs of society, as well as proactively addressing a shifting funding model for academic medicine.

The school's focus during the past few years has been on achieving financial sustainability and funds flow transparency, strengthening leadership and developing, supporting and rewarding a highly productive and collaborative faculty. While these efforts are continuing, a foundation has been established on which the medical school is strongly positioned to move forward with innovations in educational programs, new research partnerships, meeting the necessities and opportunities of health care reform and undertaking expanded outreach. Integral to all of these initiatives is our commitment to fostering and supporting a diverse community.

Notable themes emerging from our multi-year efforts include the increasingly prevalent role of collaboration and shared leadership in the management culture throughout the school which is comprised of 27 departments, 24 centers and institutes, multiple educational programs, a substantial research portfolio and the OHSU Faculty Practice Plan. Collaboration and shared leadership are essential if we are to amplify and leverage the complex yet essential interplay of research, education, clinical care and outreach to maximally benefit human health.

The School of Medicine had a strong financial performance in FY 2012. Revenue to the school is comprised of primarily of clinical income (Faculty Practice Plan billings), grants and contracts

By the numbers

- 1,850:** faculty
- 503:** M.D. students
- 76:** percent entering M.D. class from Oregon
- 859:** graduate studies students
- 790:** residents and fellows
- #3:** rank of primary care education program by *USN&WR*
- #6:** rank of physician assistant program by *USN&WR*
- 30,230:** participants in CME
- 7:** basic science departments
- 20:** clinical departments
- 1/3:** proportion of Oregon physicians who received all or part of their training at OHSU
- 46:** percent M.D. grads who practice in Oregon
- 46:** percent M.D. grads who chose primary care in 2012
- 260:** total PhD candidates
- 29:** graduate degree programs

(about two-thirds of all research grants are awarded to School of Medicine faculty and programs), tuition, state support and other categories. Together, these sources comprise about \$600 million each year. In FY 2012, unrestricted net income for the year was \$9.2 million against a budgeted gain of \$10.1 million for a budget variance of \$912,000. The \$912,000 was covered by restricted funds. These numbers represent a two percent unrestricted margin for the School of Medicine, an important contribution to the OHSU's overall margin. The financial performance in FY 2012 is all the more significant given an uncertain first quarter in which patient care revenues unexpectedly declined across OHSU (and Oregon). Across the School of Medicine, clinical leaders reacted nimbly to this shortfall by adjusting staffing, increasing patient appointment hours and employing other targeted tactics to reduce the financial impact.

A strengthening partnership during FY 2012 was with the OHSU Foundation as we work to expand philanthropic opportunities across all programs. This past year, \$65.6 million was raised on behalf of the School of Medicine, including a \$25 million gift from Bob and Charlee Moore, founders of Bob's Red Mill products.

We continued to work intently on developing new support for scholarships and loan repayment programs for students in both the M.D. and Graduate Studies programs, including collaborating with OHSU Foundation and the Office of Alumni Relations for specific requests to our alumni community. The school's goal to increase student support also took us outside traditional approaches. For example, in June, after considerable effort from OHSU and the OHSU Foundation, the Oregon Office of the Attorney General and the Multnomah Circuit Court gave approval to modify the use of approximately \$10 million of previously restricted (and unused) student loan funds into funds to be awarded to medical students to help offset indebtedness. In the course of one year, this change could provide an additional \$450,000 in scholarships for our medical students. In total, OHSU's scholarship corpus for medical students was \$32.4 million in 2012, an increase of 25 percent since 2008. With the addition of the previously restricted loan funds, we anticipate reaching \$42.2 million.

Another high-profile example of collaboration is that the School of Medicine qualified for approximately \$10 million in one-time federal incentive payments for successfully implementing Meaningful Use for Electronic Health Records, exceeding initial projections by \$2.6 million. This complex undertaking involved coordinating the individual performance of about 650 clinical faculty and many support staff across 60-plus clinics within the Faculty Practice Plan.

Looking ahead, in FY 2013, we will continue to move boldly forward on new initiatives that will position the OHSU School of Medicine for success at meeting our social missions in the decades to come. This will include the transformation of the school's M.D. curriculum, continued progress on the faculty-driven Research Roadmap, the development of an Education Roadmap and the expansion of educational programs and class sizes.

HIGHLIGHTS

Leadership

The Office of the Dean appointed **a new mission-integrated senior leadership** team led by Dean Mark Richardson to further integrate and leverage the school's four missions of healing, teaching, discovery and outreach in ways that amplify their individual impact, improve efficiency and support a continuum of learning and professional development.

- Mary Stenzel-Poore, Ph.D., was appointed senior associate dean for research, a position to which all associate deans for research now report. To promote collaboration across the research mission, Dr. Stenzel-Poore was simultaneously appointed to a leadership position in the Office of the Vice President for Research. Dr. Stenzel-Poore leads the implementation of our long-term Research Roadmap for the School of Medicine.
- After a national search, George Mejicano, M.D., was recruited to the position of senior associate dean for education – a position to which all educational associate deans now report. Dr. Mejicano will lead the development of a long-term educational roadmap for the School of Medicine.
- Tom Heckler, senior associate dean for the clinical practice, and Irene Barhyte, senior associate dean for administration and finance, are also part of the new leadership team.

At the department leadership level, due to exceptional performance across all missions, we elevated the Division of Urology to the Department of Urology; this is the school's 27th department. Christopher Amling, M.D., was named chair; and after a national search, we recruited Fergus Coakley, M.D., as chair of the Department of Diagnostic Radiology.

The **Council for Research Opportunities and Strategies (CROS) was established**. The CROS is a collaborative decision-making leadership board for research in the School of Medicine called for by the Research Roadmap. Modeled on the Faculty Practice Plan Board, the group includes key research leadership positions as permanent members, as well as members who are directly elected for service by the full faculty and members who are appointed by research chairs.

Dean Richardson was invited to serve as a member of the Blue Ridge Academic Health Group, a prestigious national “think tank” for academic medicine. Dean Richardson attended the annual meeting focused on developing a vision for M.D. curriculum transformation across all U.S. medical schools.

Integration

Significant progress was made on **administrative aspects of the Dean's office reorganization initiative** which is designed to serve as a “best-practices” model for departments and other units throughout the school and OHSU.

- A space use survey was conducted resulting in a realignment and reorganization of how offices are used and assigned.
- Process improvement efforts were implemented across multiple areas including supply ordering, human resources transactions, faculty on-boarding and others.
- All position descriptions for administrative jobs were reviewed and the development of a new “pooled” model for administrative personnel and tasks was established.

Progress was made on the long-term strategic goal of **administrative unit clustering** in ways that serve multiple departments and institutes – rather than having each department support their own administrative structures. This approach improves services by pooling expertise and talent while reducing duplicative effort, thereby reducing costs.

Collaboration

The School of Medicine initiated the **M.D. Curriculum Transformation Initiative**; the goal of this is to recast the curriculum to reflect the shifting external environment, including health care reform, and to ensure we are educating the type of physicians that will be needed by society throughout the 21st century. Led by Leslie Kahl, M.D, associate dean for strategic initiatives, progress thus far includes the formation of the Curriculum Transformation Steering Committee, creation of Guiding Principles, and identification and population of six work groups. The new curriculum will be implemented coincident with the occupation of the Collaborative Life Sciences Building in fall 2014.

The school underwent a regularly scheduled full-scale accreditation site visit and review in January 2012. The **Liaison Committee for Medical Education** renewed the accreditation of the school with warning provisions related to diversity and student indebtedness. The school is working through the process prescribed by the LCME to resolve these issues.

The **first all-OHSU Research Week was successfully launched**, as called for in the Research Roadmap. The success of this inaugural event – which expanded the 20-plus year foundation of the OHSU Student Research Forum to include more than 300 investigators from across OHSU – resulted in a new collaborative sponsorship model between the School of Medicine, Office of the Provost and the Office of the Vice President for Research for continuation of what will now be an annual campus research conference. The event included a focused outreach to post-doctoral trainees.

As part of a collaborative arrangement with the OHSU Knight Cancer Institute, we continued to focus on the **FEI Living Lab**. The advanced microscopy equipment arrived at OHSU and we recruited new faculty for the Living Lab and the OHSU Center for Spatial Systems Biomedicine in which the lab will be located. Additionally, we obtained a Keck Foundation grant to support this high-end microscopy program.

Working with directors across the Graduate Studies program, the School of Medicine conducted ***an internal review of Ph.D. graduate programs*** and produced recommendations to improve the education of students and to align with expected educational initiatives emerging from the National Institutes of Health.

Outreach

We continued to ***expand our relationships with community partners*** including the Marquam Hill Steering Committee, School of Medicine Alliance, Achievement Rewards for College Scientists (ARCS) Foundation's Portland chapter, the 1887 Society and others; we also coordinated and supported outreach efforts to connect with the School of Medicine alumni community.

The medical school ***worked collaboratively with the Office of Diversity & Inclusion*** to support diversity initiatives for internal and external audiences. Working with CDI, we continued to expand our outreach efforts to colleges and universities in Oregon, southwest Washington, and throughout the country to attract minority applicants to graduate programs. CDI staff visited colleges and universities in California, Georgia, Washington, D.C., and Puerto Rico to draw diverse candidates in the M.D. and P.A. programs. The school also hosted multiple college visits to the OHSU campus for premedical groups.

Admissions personnel visited many colleges/universities to present to health career classes, premedical groups and career panels and students worked as interns under multiple umbrellas, including the Ted R. Lilley Cancer Continuing Umbrella of Research Education (CURE) Project.

We coordinated with multiple school departments to bring ***specifically-requested accredited Continuing Medical Education to providers in the community.***

The school helped coordinate plans for celebrating OHSU and the School of Medicine's 125th anniversary; these plans include an associated lecture series hosted by the school to ***bring distinguished national thought leaders*** to OHSU throughout FY 2013.

Honors

Two hundred and one OHSU physicians were featured in the ***Top Doctors 2012 Portland Monthly guide*** – almost double the number listed in 2011 – and more than any other Portland hospital or health system for the third consecutive year.

We continued our trend of an ***exceptional showing in the US News & World Report*** surveys of the nation's medical schools:

- Overall research #37
- Primary care #3

- Family Medicine #5
- Rural Medicine #12
- Physician Assistant #6

The Blue Ridge Institute of Medicine placed the *School of Medicine 19th in the nation for NIH funding* for the 2011 grant year, just behind the Mayo Clinic. The institute ranked OHSU within the top ten in many research disciplines.

DETAILS

Administration

- Initiated an internal review of the Department of Medicine – the largest department in the School of Medicine – in preparation for the national search for a new chair and a repositioning of the department in light of health care reform; appointed Lynn Loriaux, M.D. as interim chair in the Department of Medicine.
- Revised the Promotion and Tenure guidelines to better reflect and reward team-based science and collaboration.
- Made measurable progress on the School of Medicine multi-year, financial strategic initiatives, which include establishing metrics for faculty salary coverage and productivity and better aligning staff levels with clinic and lab activity, and developing administrative clusters.
- Revised and updated the School of Medicine Constitution to ensure that its provisions reflect our current size, organization, the state of information technology and other topics; conducted all-faculty vote to approve revisions.
- Held a well-attended all-faculty meeting on Feb. 15 to present the dean’s state-of-the-school and continue ongoing messaging about evolving to become a 21st century medical school.

Professional development

- 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 diverse faculty; all told, 31 faculty from 10 School of Medicine departments, the School of Nursing and the School of Pharmacy participated in these programs.
- Facilitated a six-session educational series led by Andrea Cedfeldt, M.D., for faculty development in clinical teaching; graduated 15 faculty members from the Stanford Faculty Development in clinical teaching series on-campus also led by Dr. Cedfeldt; established a three-year professional development series for program coordinators titled “Program Coordinators Professional Development.”
- Expanded our ongoing professional development continuum to also focus on staff and managers; supported 16 administrative managers through OHSU’s eight-week Leadership

Development Program and conducted 10 Management Training Sessions attended by 120 managers; revamped the OHSU New Employee Orientation for better applicability to School of Medicine faculty and employees.

- Partnered with the Center for Diversity & Inclusion to co-host the Cultural Competency Lecture Series to bring diverse faculty and researchers to OHSU.
- Promoted 85 faculty members and held a dean's reception honoring their achievements.
- Improved visibility of faculty development events through School of Medicine communication vehicles; in response to faculty commentary that development offerings were difficult to find, we created a one-stop faculty development calendar/web portal populated with broad input from academic, education and research mission areas.
- Revised faculty annual performance review templates based on faculty survey feedback; distributed a new evaluation tool to chairs and departments.
- Reconvened the School of Medicine Conflict of Interest committee, led by George Keepers, M.D., to address the issue of speaker's bureaus; adopted a recommendation to no longer allow faculty involvement.

Clinical: Faculty Practice Plan/University Medical Group

- Expanded collaboration with OHSU hospital to develop health system approach to growth and recruitment of faculty, including monitoring salaries against national benchmarks so that physicians are compensated at median levels for comparable positions.
- Developed health system-wide strategy through OHSU Medicaid Task Force, led by Paul Flint, M.D., to ensure uniform access guidelines for adult patients who most need OHSU's distinct services; simultaneously participated in the tri-county Coordinated Care Organization Health Share of Oregon to transform Medicaid services for approximately 180,000 Oregonians.
- Began implementing recommendations from the OHSU Medicare Task Force, led by John Saultz, M.D.; in particular, enhanced primary care delivery through a medical home model in four clinics and continued to expand OHSU's telemedicine services.
- Rebated \$1 million of the total billing and collection fees to clinical departments for the sixth year in a row – all due to strong revenue cycle performance of University Medical Group (UMG) and the clinical departments.
- Made considerable progress on integrating hospital and professional billing operations through revenue cycle organizational changes, including implementing a plan for a consolidated patient statement at the end of FY 2013/beginning of FY 2014.
- Continued to expand the range of common FPP-wide ambulatory operating practices, including 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.
- Shifted from paper-based to electronic patient satisfaction surveys to gain real-time, actionable data to ultimately improve ambulatory care scores.
- Developed a standardized OHSU transfer workflow in response to ongoing challenges in providing timely consultations and easy transfers, led by Dan Handel, M.D.; Physician Consult & Referral Service acts as a hub for this process.

- As a result of an at-large FPP member election, Thomas Yackel, M.D., MPH, M.S., elected to FPP Board and Management Committee; FPP Board elected Aaron Caughey, M.D., Ph.D., to Management Committee.
- Hired David Sibell, M.D., as FPP ambulatory informatics medical director, a new position to support ambulatory use of the Electronic Health Record.

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).
- Developed the first-year implementation plan (the “Blueprint”) of the School of Medicine Research Roadmap, including:
 - Allocation of pilot funds to support novel, collaborative, multidisciplinary studies;
 - Increased biostatistical support for individual researchers;
 - Development of a new educational program in Complex Quantitative Biosciences;
 - Analysis of barriers to faculty support in technology transfer and business development;
 - Creation of data-driven methods to ascertain research strengths, opportunities and needs including a faculty needs assessment and a dedicated position to support the process;
 - First phase of planning to create a Research Communications Committee to develop a strategic plan for coordinated and enhanced research communications.
- Recruited a new basic science faculty member through the Collaborative Recruitment Pool – an initiative among 13 basic science and clinical departments to support joint faculty recruitments in alignment with the school’s strategic focus; this brings the recruitment from this pool to three; the Collaborative Recruitment Pool initiative expanded clinical department participation to seven departments, with the addition of Ophthalmology and Otolaryngology. Further socialized and implemented Research Productivity Compensation Plans for research faculty – similar to productivity plans for clinical faculty; many department plans are in development and six plans are approved.

Education/Graduate Studies (859 students)

- Awarded a record number of degrees: 189 M.S. and 40 Ph.D. degrees; 47 students graduated in the first class earning MBAs in Health Care Management (a joint program with Portland State University).
- Absorbed oversight of the School of Medicine’s six Graduate Certificate Programs – leading to an increase of 234 additional students.
- 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.

- Provided opportunities for M.D. minority students to attend diversity-themed conferences and obtain professional development; staff and students representing the Center for Diversity & Inclusion attended national and local conferences to recruit for both the M.D. and Graduate Studies programs.
- Assembled a committee to examine application of the overhead cost allocation (OCA) to T32 training grants; the committee proposed a solution to centralize costs of these grants, align them with research and educational strengths and increase central administrative support. The plan was approved and centralization process is underway.
- M.S. in biostatistics approved by Oregon University System (OUS).
- Through a partnership with the Center for Diversity & Inclusion, provided extensive academic advising for underrepresented and disadvantaged students. Increased the number of applications to our pipeline summer equity program; 189 applications was four times the number of applications received each year for the first six years the program was operating.
- Graduate Studies admissions began the transition to a paperless system.

Education/M.D. program (503 students)

- Awarded degrees to 132 graduates, including 121 M.D., two M.D./Ph.D.s, and nine M.D./MPH.
- Received and processed 4,622 applications for the 2012 cycle, of which 420 (9 percent) were Oregonians.
- Interviewed a total of 466 applicants, of which 202 (43 percent) were Oregonians.
- Accepted a class size of 132, of which 85 (64 percent) were Oregonians.
- Completed first interview season of the Multiple Mini Interview (MMI) process; a total of 121 professionals took part in the MMIs as raters or interviewers. These included faculty, alumni, community physicians, fourth-year medical students, administrators and other health care providers such as nurse practitioners, physician assistants and social workers.
- Continued to provide feedback sessions to applicants who were unsuccessful in the admissions process; this service helps to account for the fact that each year roughly 30 percent of the entering class is previous applicants.
- Continued to expand outreach efforts to students with diverse and rural backgrounds through collaboration with AHEC on the A Day in the Life Program and presentations to groups involved in programs run through the Center for Diversity & Inclusion, such as the Summer Equity and CURE groups; paired M.D. students with 64 minority college students to offer advice in exploring and preparing for a career in medicine.

Education/Physician Assistant program (74 students)

- Conferred 38 master's degrees to the Class of 2012, bringing the total number of physician assistant graduates to 422 since the program began in 1995.
- Received and processed 1,702 applications for the 2012 application cycle.

- Interviewed 126 applicants from across the country and accepted a class of 38.
- Advocated for state legislation to expand the role of the physician assistant, including the passage of Senate Bill 1565, which permits the supervising physician or supervising physician organization to apply to the Oregon Medical Board for dispensing authority for a physician assistant.

Education/Graduate Medical Education (790 residents)

- Graduated 250 residents/fellows.
- Hired and oriented 250 new residents/fellows.
- Maintained a rank of 10th in the nation for in-state retention of new physicians with 57 percent of trainees choosing to practice in Oregon (AAMC data).
- Increased the number of fully accredited programs to a total of 76.
- Facilitated 10 Accreditation Council for Graduate Medical Education (ACGME) site visits of programs and performed 16 internal reviews of programs.
- Implemented standards to accommodate a new set of duty-hour and related requirements from the ACGME, which required complex and long-term planning.
- Convened a work group to address upcoming ACGME changes to accreditation known as the Next Accreditation System (NAS) among the seven specialties that are in the first phase of implementation, starting July 2013; developed an educational session about the associated ACGME Milestones project attended by over 50 program directors and coordinators.
- Appointed Patrick Brunett, M.D., as associate dean for graduate medical education.
- Appointed Donald Girard, M.D., as senior consultant, School of Medicine.
- Hired Daniel Helfet-Hilliker, M.D., to meet demand for services of the Resident and Faculty Wellness Program.
- Facilitated an educational session titled “Looking Beyond Duty Hours” for the OHSU community.
- Coordinated and supported the House Officers Association initiatives related to hospital-wide patient safety efforts.
- Provided national leadership on graduate medical education through scholarship; published a perspectives piece in the *Journal of Graduate Medical Education* entitled “Plug the Leak” about governmental funding; published original research and presented a poster, “A Comparison Between Physicians and Demographically Similar Peers in Accessing Personal Healthcare” in *Academic Medicine* and at 2012 ACGME Educational Conference.
- Enhanced functionality of internal database to streamline tracking processes and improve report readability for over 45 program coordinators.
- Refined the protocol for out-of-state and overseas resident activities to enhance educational value and mitigate risk.
- Initiated a process to track the subsequent activities of graduating residents and fellows.

Education/Continuing Medical Education (30,230 participants)

- Provided 637 hours of instruction resulting in 24,771 hours of credit earned by physicians and other health care professionals at OHSU.
- Provided 749 hours of instruction to 5,459 providers across Oregon and the Northwest.
- Increased the number of grand rounds/tumor board/morbidity and mortality conferences accredited for CME at OHSU to an all-time high of 30 for the coming academic year, up from 23 last year.
- Coordinated multiple departments to bring accredited CME to providers in the community at their request.
- Increased collaboration with the School of Medicine Alumni Association to foster long-term educational relationships with alumni.
- Continued participation in the Aligning Education for Quality Project (AE4Q) of the AAMC; CME and OHSU Hospital are working to develop and evaluate methods to incorporate CME into quality improvement initiatives.
- Continued to develop innovative educational programs including Professional Training in Global Health. Thirty-two physicians and seven other providers have completed training since the program's inception; nearly all have subsequently worked in underserved areas of the U.S. and world.

Portland Veterans Affairs Medical Center (PVAMC) Partnership

- Established a joint PVAMD-OHSU Institutional Review Board to make it easier to conduct investigations simultaneously on both sides of the bridge.
- Participated in the AAMC/White House Joining Forces initiative to engender support for veterans from academic medicine.
- Participated in the PVAMC search committee for new chairs of the VA Departments of Radiology and Surgery.
- Partnered with PVAMC to support recruitment needs for the Roseburg VA facility.
- Partnered with OHSU Hospital and Clinics to facilitate common understanding of charges between the two organizations.

Communications

- Provided communications planning and execution for multiple school initiatives, including M.D. Curriculum Transformation, OHSU Research Week, the Research Roadmap blueprint phase, the OHSU Moore Institute, Meaningful Use, Portland Monthly Top Docs, National Doctors Day, the Women's Stories Project, and many more.
- Continued to improve faculty communications using *SoM Research Voice* and *FPP/Clinician Commons* to provide bi-weekly updates on strategic initiatives, news and other information pertinent to the faculty audience; reader metrics continue to climb, now approaching 50 percent mark; established the *EdNews* blog for faculty news about the education mission.
- Continued to improve student communications, with the launch of *MD Student Update*, a monthly newsletter, and expanded *StudentSpeak* to students in physician assistant and

nursing programs; communications staff have been selected as presenters at the 2013 AAMC Group on Institutional Advancement conference to discuss *StudentSpeak*.

- Continued to enhance social media presence, working in collaboration with the OHSU Foundation and Strategic Communications; building Twitter, Facebook and LinkedIn audiences.
- Recruited a new senior communications specialist to revamp *Bridges*, the alumni magazine, and to coordinate all alumni communications; published two editions.
- Revamped publicity for the Marquam Hill Lecture Series, increasing attendance, and will continue to refine the selection process for lecturers so it is aligned with research strategic goals.
- Represented the School of Medicine on the OHSU Legislative Advisory Committee.
- Worked in collaboration with OHSU Strategic Communications, Government Relations, Healthcare Communications and Marketing and OHSU Foundation on all initiatives involving/affecting the School of Medicine.