



# A Statewide Resource

A Report to the 2011 Oregon Legislative Assembly



# A Message from the President



Let me begin by thanking the Oregon Legislature for their strong support of OHSU in the very difficult 2009 session, which opened in the depths of the global economic downturn. Because you helped protect the OHSU budget, you helped protect

OHSU missions and programs. This shows up in many of our key performance measures, where we met or exceeded our target, including the percentage of first-year medical school positions filled by Oregon residents (74 percent) and the percentage of B.S. Nursing graduates passing their credentialing exam on the first try (93 percent).

OHSU is also very grateful for landmark initiatives passed last session such as far-reaching health reform aided by an equitable provider tax, the new tort cap and the OUS Life Sciences Collaborative Building; and vitally important policy measures such as increasing access to clinical trials and extension of the researcher safety law.

OHSU’s partnership with the State of Oregon is key to our ongoing success. OHSU provides care, education, innovation and opportunity and acts as a magnet to bring knowledge leaders and federal research dollars to the state. The State, in turn, supports OHSU through general fund appropriations, Oregon Opportunity bonds and Medicaid.

As we move forward into a new biennium, we know that difficult decisions will continue to be the order of the day. Like the State of Oregon, OHSU faces long-term, structural challenges that require us to develop new tools and new approaches for a new, more complex environment. We are working on an update of our strategic plan and a review of our operational and business model, to ensure that the programs and services we provide for the public benefit are of the highest quality programmatically and financially sustainable.

The early picture of our evolving model is beginning to take shape. We know that OHSU needs to become more disciplined and more entrepreneurial. We need programs to contribute something back to OHSU – not just break even. We will do more to partner with other universities and healthcare providers to leverage scarce resources. We also plan to modernize our processes and invest in centers such as the OHSU Knight Cancer Institute. These investments will be targeted to areas of opportunity for dramatically advancing the frontiers of science and patient care and developing related businesses.

In some ways, this period is reminiscent of the early 1990s, in the aftermath of Measure 5. Like many public bodies, OHSU was dealing with reduced state funding. We were also navigating the shift to managed care in the health care marketplace. Maintaining the status quo was not an option. Working with the Legislature and Governor, the response was to change OHSU from a state agency into a public corporation – a shift that has been at the heart of OHSU’s growth and transformation over the past fifteen years.

In the past two plus years, the world has changed. OHSU is working to design our future, rather than letting it happen to us. We’re evolving again to better serve Oregonians, much as we did in 1995 when we became a public corporation.

Even as we adjust to new realities, some things remain the same. Our partnership with the state of Oregon has been and will continue to be our strongest collaboration. Working together, we can and will improve the health and well-being of all Oregonians.

Joe Robertson, M.D., M.B.A.  
President, OHSU

## OHSU Mission Statement

As part of its multifaceted public mission, OHSU strives for excellence in education, research and scholarship, clinical practice and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative and cooperation among students, faculty and staff.

Setting the example for integrity, compassion and leadership, OHSU strives to:

- Educate tomorrow’s health professionals, scientists, engineers and managers in top-tier programs that prepare them for a lifetime of learning, leadership and contribution.
- Explore new basic, clinical and applied research frontiers in health and biomedical sciences, environmental and biomedical engineering and information sciences, and translate these discoveries, whenever possible, into applications in the health and commercial sectors.
- Develop excellence in healthcare, emphasizing the creation and implementation of new knowledge and cutting-edge technologies.
- Lead and advocate for programs that improve health for all Oregonians, and extend OHSU’s education, research and healthcare missions through community service, partnerships and outreach.

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*As the state’s only academic health center, Oregon Health & Science University fulfills a fourfold mission of healing, teaching, research and community service. Through all of its work, OHSU strives to improve the well-being of every Oregonian.*

# OHSU: Serving the State

OHSU provides a unique combination of services, care, economic influence and knowledge leadership:

- We address the growing healthcare workforce shortage by educating Oregon's future providers.
- We provide quality healthcare and specialty services available nowhere else in Oregon.
- Our research scientists bring access to clinical trials on the cutting edge of medical advances.
- We serve the community—children, rural areas, businesses, other healthcare providers and the underserved.

OHSU has been highly successful in leveraging state support to meet the needs of Oregonians.

## Oregon's Only Academic Health Center

OHSU is made up of:

- Schools of dentistry, medicine and nursing
- Two hospitals
- Numerous clinical care practices
- Dozens of research institutes and centers
- More than 200 community service programs that serve all 36 Oregon counties

OHSU educates most of Oregon's future health professionals, scientists and biomedical engineers, and partners with other Oregon colleges and universities to train allied health practitioners, such as pharmacists and medical technicians. We are the only institution in the state that grants doctoral degrees in medicine, dentistry and nursing.

In 2010, we had 686,871 patient visits across 55 clinic sites statewide. Many of our clinical and diagnostic services are unique to the state, enabling Oregonians to stay close to home for complex medical treatment. And with physicians and scientists working side-by-side, OHSU quickly brings new laboratory discoveries to patient care.

## A Public Corporation

In 1995, the Oregon Legislature voted to change OHSU from a state agency to a public corporation. A 10-member board nominated by the Governor and confirmed by the Senate oversees OHSU, allowing the university to leverage public investment to maximize the overall benefit to Oregonians. As a public corporation, the university can make independent business decisions and operate more efficiently while responding to and competing in the marketplace.

The resulting access to capital markets has helped better serve Oregonians. Since 1995:

- OHSU's operating budget has more than doubled, from \$499 million to \$1.9 billion.
- Research award dollars have grown from \$85.5 million to approximately \$400 million.
- Employment has risen from 6,500 to 13,542 (as of December 2010)

## Growth and Change at OHSU — 1990-2010

	1990	1995	2000	2006	2008	2010
<b>Economics and Funding</b>						
Annual Operating Budget	\$340 million	\$499 million	\$882 million	\$1.2 billion	\$1.4 billion	\$1.9 billion
State Appropriation*	19%	12%	6.40%	3%	3.10%	2.01%
<b>Research</b>						
Award Dollars	\$43 million	\$86 million	\$168 million	\$294 million	\$299 million	\$391.7 million
Award Dollars from Out of State	83%	86%	96%	94%	93%	94%
Number of Inventions	30	36	32	116	108	115
<b>Healthcare</b>						
Number of Patients	108,000	112,000	153,300	188,800	210,655	232,477
Patient Visits (Includes Hospitals and Medical/Dental Clinics)	247,500	344,400	575,800	768,850	820,426	827,688
<b>Academics</b>						
Number of Students**	1,464	1,795	1,906	2,418	2,424	2,721
Electronic Journals	0	0	439	1,840	12,686	12,634
<b>Philanthropy</b>						
Gift Dollars	\$8 million	\$22.5 million	\$34 million	\$61 million	\$67.4 million	\$78.5 million
Number of Gifts	20,438	17,680	28,372	32,319	26,889	22,803
<b>Facilities and Employees</b>						
Number of Employees	6,500	6,600	10,000	12,000	12,700	13,542
Capital Expenditures	\$30 million	\$60 million	\$79 million	\$182 million	\$124 million	\$74 million
Square Feet of Building Space	3.1 million	3.8 million	5 million	6.2 million	6.9 million	\$7.1 million

\* As a percentage of total operating revenue.

\*\* Figures do not include third- and fourth-year students in the doctor of pharmacy program offered jointly with Oregon State University; advanced paramedic and clinical laboratory science students from programs offered jointly through Oregon Institute of Technology after 2000; residents, postdoctoral students; and clinical trainees. Note: Data is based on the Institutional Enrollment Report submitted to the Integrated Postsecondary Education Data System of the National Center for Education Statistics.

*In 2010, OHSU had 686,871 patient visits across 55 clinic sites statewide (not including dental clinics).*

## Performance Measures

The Oregon Legislature has approved 23 key performance measures by which OHSU is accountable to the people of Oregon. In keeping with legislators' desires to have consistency of reporting formats across all entities, the comprehensive report on OHSU's performance in these key areas is contained in a separate document entitled, "OHSU Annual Performance Progress Report," which is available as part of the Ways and Means process. Below is a summary of OHSU's performance on these measures.

### Legislatively-Approved Key Performance Measures

1	<b>DMD Access</b> – Number and percent of entering cohort who are in-state DMD students
2	<b>MD Access</b> – Number and percent of entering cohort who are in-state MD students
3	<b>Nursing Access</b> – Number and percent of entering nursing cohort who are in-state students
4	<b>Nursing Completion</b> – Percent nursing students completing baccalaureate.
5	<b>Degrees</b> – Total number of degrees and certificates granted by OHSU
6	<b>Dental Workforce</b> – Total number of DMD degrees granted by OHSU.
7	<b>Physician Workforce</b> – Total number of MD degrees granted by OHSU.
8	<b>Nursing Workforce</b> – Total number of bachelor's degrees in nursing degrees granted by OHSU
9	<b>Nursing Faculty</b> – Total advanced degrees in nursing granted by OHSU (master's, certificate and doctoral degrees)
10	<b>Professional Competence</b> – Percent of DMD students passing senior-level credentialing examinations on first attempt
11	<b>Professional Competence</b> – Percent of MD students passing senior-level credentialing examinations on first attempt
12	<b>Professional Competence</b> – Percent of nursing students passing senior-level credentialing examinations on first attempt
13	<b>NIH Environment</b> – Percent NIH dollars awarded to OHSU of total NIH grants awarded to all institutions
14	<b>Clinical Care Quality/Patient Experience</b> – Percent of adult inpatients that "would recommend OHSU."
15	<b>Clinical Care Quality</b> – Percent of pediatric inpatients that "would recommend Doernbecher Children's Hospital."
16	<b>Oregon Poison Center</b> – Percent of calls to the OPC managed without requiring referrals to community emergency services
17	<b>CDRC Services</b> – Total clinical, surgical and/or diagnostic services provided to patients
18	<b>Hospital Mortality</b> – Ratio of observed mortality over expected mortality for OHSU in-patients
19	<b>Bottom Line</b> – Consolidated unrestricted net income from total operations
20	<b>MD Clinical Rotations</b> – Total number of medical student weeks served in rural and urban, underserved communities
21	<b>Rural Preceptors</b> – Total number of physicians supervising medical students in rural communities
22	<b>Rural Pipeline</b> – Total number of rural K-12 students enrolled in science and healthcare education pipeline programs
23	<b>Rural Health</b> – Federal funds generated per state dollar invested in the Office of Rural Health

Making Progress
  Unclear Progress
  Not Making Progress
 Please see the Key Performance Measures Appendix on pages 32-33 for more detailed information.

## OHSU: Leadership in Research and Innovation

- Researchers at OHSU's Oregon National Primate Research Center develop genetic therapy aimed at preventing serious diseases in unborn children: [www.ohsu.edu/xd/about/news\\_events/news/2009/gene-therapy-prevent-disease.cfm](http://www.ohsu.edu/xd/about/news_events/news/2009/gene-therapy-prevent-disease.cfm)
- OHSU researcher Dr. Brian Druker, whose research led to the development of Gleevec, the first targeted treatment to kill cancer cells while leaving healthy tissue unharmed, honored with one of the most distinguished awards in biomedical research: [www.ohsu.edu/xd/about/news\\_events/news/2009/ohsubriandrukerwinslasker.cfm](http://www.ohsu.edu/xd/about/news_events/news/2009/ohsubriandrukerwinslasker.cfm)
- Research at OHSU has groundbreaking implications for the use of radiation therapy in the treatment of breast cancer: [www.ohsu.edu/xd/about/news\\_events/news/2010/2010-06-10-new-study-suggests.cfm](http://www.ohsu.edu/xd/about/news_events/news/2010/2010-06-10-new-study-suggests.cfm)
- OHSU researchers play a lead role in developing a new breast cancer screening method that will likely reduce or eliminate unnecessary biopsy surgeries: [www.ohsu.edu/xd/about/news\\_events/news/2008/breastcancermri110308.cfm](http://www.ohsu.edu/xd/about/news_events/news/2008/breastcancermri110308.cfm)
- OHSU Primate Center Research reveals possible method for boosting the immune system to protect infants against HIV: [www.ohsu.edu/xd/about/news\\_events/news/2010/2010-09-30-ohsu-primate-center.cfm](http://www.ohsu.edu/xd/about/news_events/news/2010/2010-09-30-ohsu-primate-center.cfm)
- OHSU research reveals consumption of an excessively high fat diet during pregnancy can lead to liver disease in newborns: [www.ohsu.edu/xd/about/news\\_events/news/2009/highfatdiet012009.cfm](http://www.ohsu.edu/xd/about/news_events/news/2009/highfatdiet012009.cfm)
- OHSU research lab discovers a previously unsuspected signaling pathway in the brain, with implications for the development of new drugs to treat wide range of illnesses including hypertension, obesity, diabetes, and metabolic disorders: [www.ohsu.edu/xd/education/schools/school-of-medicine/about/april\\_paper40110.cfm?WT\\_rank=20](http://www.ohsu.edu/xd/education/schools/school-of-medicine/about/april_paper40110.cfm?WT_rank=20)

# Energizing Oregon's Economy

OHSU's mission to heal, teach, discover and serve is vital to the health and well being of Oregon's economy:

- As one of Oregon's largest employers, the university and health system helps to create jobs for approximately 34,614 people.
- These jobs in turn fuel \$3.9 billion in economic activity.

– Source: ECONorthwest IMPLAN analysis. Feb. 2010

Almost all of OHSU's \$1.9 billion annual operating budget is derived from patient care services, grants, contracts and gifts. State appropriated funding has dwindled to 2 percent of OHSU's operating budget (about \$38 million in 2010), but remains a critical component of OHSU's education budget, as much of the university's funding is nondiscretionary and cannot be transferred from one area to another. Grants, for example, must be used for specific research projects. Bond proceeds approved for capital projects must, by law, be used for such purposes as construction and equipment. Most of the money received by OHSU's hospitals and clinics pays for medical equipment, supplies and salaries for those who provide care. State funding of OHSU supports education for tomorrow's health care practitioners, and helped to provide \$81 million in health care services for people who are not able to afford care.

## Capital Spending

In the face of a growing patient population and a shrinking number of healthcare workers, OHSU's growth is imperative. Over the last several years, OHSU has focused on facility expansion to help face these challenges—spending \$184 million per year on buildings, land, capital improvements and capital equipment between 2005 and 2007. The most recent improvement is the OUS/OHSU Life Sciences Collaborative—a research and education institute that will house programs and research efforts from OHSU, Portland State University, the University of Oregon and Oregon State University.

## Technology Transfer and Business Development

### CATALYZING THE BIOSCIENCE INDUSTRY IN OREGON

OHSU serves as an incubator of discoveries, fostering innovation with more than 4,500 active research projects.

The university promotes commercialization of OHSU technologies and intellectual property to bridge the gap between promising research and public benefit. Discoveries from OHSU laboratories expand the economy and improve overall health and quality of life—in areas ranging from pharmaceuticals and medical devices to computer technology and environmental health.

### COMMERCIALIZATION ACTIVITY IN A DOWN ECONOMY

The Technology Transfer and Business Development office fosters the development of OHSU's intellectual property and launches start-up companies based on OHSU technologies. In 2010, TTBD launched three startup companies: Aronora, Gamma Therapeutics and Odyssey Science Innovations, LLC, bringing the total number of startups to 43 since 2000.

Other technology transfer activities in 2010 include:

- 115 invention disclosures
- 87 industry-sponsored research agreements, totaling \$7.3 million
- 34 commercialization agreements, leading to \$1.2 million in income
- 93 U.S. patent applications filed and 21 U.S. patents issued

### OHSU's Economic Impact:

- OHSU is Portland's largest employer and one of the state's largest (excluding government).
- The total economic activity generated statewide by OHSU's annual spending is \$3.9 billion, including \$1.8 billion in personal income and helps to create 34,614 jobs.
- More than half of OHSU's economic impact is unique to OHSU—highly specialized health services and research that no other health system or university could provide to Oregon.
- In the absence of OHSU, \$2.4 billion would leave the state—and about 20,000 jobs.
- For every General Fund dollar spent on OHSU, Oregon receives \$100 economic impact in return.
- OHSU's budget has more than doubled in the last 10 years (from \$882 million to \$1.9 billion), kindled by public and private investment in OHSU's research and by five times as many patients choosing OHSU to provide their care.

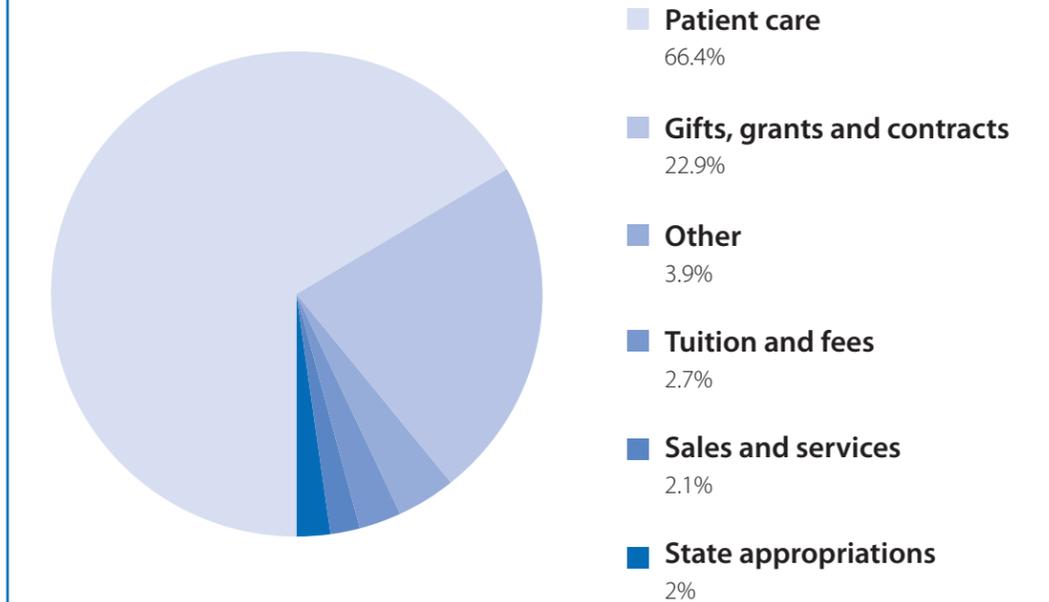
– Source: ECONorthwest IMPLAN analysis. Feb. 2010

### OHSU's Return on Investment

- For every dollar the state invests in OHSU, the university earns \$31 in grants, gifts, contacts and service funds.
- OHSU's employees return more than \$43 million back to the state each year through paid taxes.

### OHSU Operating Revenue Budget 2010

**\$1.9 billion**



\* Patient care budget includes money for the medical education innovation fund and other School of Medicine transfers.

# Partnering in Healthcare Reform

OHSU supports increasing access to healthcare, driving higher quality and lowering costs. We believe that healthcare reform should create:

- Universal access to all health services that have been proven beneficial
- A geographically well-distributed healthcare workforce
- A focus on preventive healthcare
- Participation of all healthcare providers and systems
- The compassionate evaluation of end-of-life care
- Outcomes transparency
- A more effective use of information technology.

Containing costs and improving quality of care will require a shift away from the fee-for-service model toward one that rewards successful outcomes rather than volume. OHSU is working with the Oregon Health Policy Board and its subcommittees to evaluate payment alternatives. Several initiatives are currently under way to evaluate a baseline statewide all-payer, all-claims data collection program to help meaningfully inform future initiatives.

## Healthcare Reform through Education

Healthcare reform depends on health educational reform. Medical educational models—at all levels of the educational trajectory, including M.D.s and Graduate Medical Education (GME)—can be revamped to support a new vision for healthcare delivery. Our vision includes an integrated healthcare team comprised of different provider types (physician, nurse, nurse practitioner, physician assistant, dentist, counselors, dietician and health coach, for example) working seamlessly with specialists and community partners focused on patient partnerships and an integrated, routine use of comparative effectiveness research results.

To that end, the proposed OUS/OHSU Collaborative Life Sciences Building, expected to open in 2013–2014, represents a unique opportunity to build an integrated education model and to expand research and education between OHSU, Portland State University and Oregon State University. It will help us to:

- Achieve a significant increase in medical school class size—critical for addressing the workforce shortage
- Create a space to educate physicians, nurse practitioners, midwives, physician assistants and other providers side-by-side, to help them better understand, respect and rely on each other's role in successful patient outcomes
- Naturally align healthcare teams, with each member working at the “top of their license”

## Addressing the Healthcare Workforce Shortage

Another key component to healthcare reform is the need to build a geographically well-distributed workforce to ensure ready access to quality care. But Oregon is currently facing a crisis:

- A growing and aging population means that more people are entering the stage in life when medical needs are greatest.
- Oregonians' access to medical care is increasingly in jeopardy as physicians, nurses and dentists retire from the workforce.
- In rural Oregon, many counties have only one or two physicians per 1,000 people.

OHSU is an indispensable partner for alleviating Oregon's healthcare workforce shortage. We have the mission, vision and infrastructure—as well as the ideas—for this critical task. From encouraging K–12 students to consider health and science careers, to educating the next generation of physicians, nurses and dentists, OHSU helps maintain the state's access to quality healthcare and quality of life.

**School of Nursing**—With five campuses across the state, the OHSU School of Nursing trains nurses who wish to practice in their own communities. Additionally, through the Oregon Consortium for Nursing Education (OCNE), a collaborative program between OHSU and eight community colleges,

future nurses can earn their credentials and work locally throughout Oregon. With a mix of private and state funding, OCNE is helping to build a diverse, professional nursing workforce statewide.

**School of Medicine**— We have several programs that encourage graduates to stay in-state, including ones that cultivate interest in living and working in small rural communities throughout Oregon. Currently, one-third of all licensed physicians in Oregon completed all or part of their training at OHSU and OHSU ranks among the best nationally for in-state retention of graduates.

**School of Dentistry**—In an effort to increase the number of dentists practicing in rural, underserved areas, every fourth-year dental student is now required to spend at least two weeks in community-based education.

# Education: Preparing Tomorrow's Healthcare Workers

## Excellence in Education

- OHSU awards 60 percent of health and science degrees to Oregon residents.
- 103 physicians in 59 specialties from the OHSU School of Medicine were listed among Portland Monthly magazine's 2011 list of Portland's best doctors—the largest percentage of physicians from any hospital or health system in the area.
- OHSU's continuing education programs attract more than 23,000 practicing professionals statewide each year.
- U.S. News & World Report's survey of "America's Best Graduate Schools 2011 Edition" ranked the School of Medicine's primary care programs third in the nation. A companion survey of specialty programs ranked rural medicine fourth and the family medicine program second.
- A recent survey in The Annals of Internal Medicine ranked the OHSU School of Medicine as #11 in the nation for meeting its social mission of educating the most needed physicians.
- In 2007, the latest year for which statistics are available, OHSU School of Nursing ranked first in the nation for its midwifery program, fifth for gerontological nursing and seventh for its master's degree in nursing. The Family Nurse Practitioner Program ranked 11th in the nation.
- The Center of Geriatric Nursing Excellence at the OHSU School of Nursing is one of just five such centers in the nation.
- OHSU has academic partnerships with colleges throughout Oregon, including Eastern, Western and Southern Oregon universities, Oregon Institute of Technology, Oregon State University, Portland State University, the University of Oregon and community colleges.

Just one institution — OHSU — is responsible for educating the physicians, nurses, dentists and other healthcare professionals who will make up the majority of Oregon's healthcare providers in the future. OHSU emphasizes patient-centered care, with students learning not only in classrooms but also at patients' bedsides, physicians' offices and community settings, such as homeless shelters, juvenile detention centers, elementary schools and child care centers throughout Oregon.

Oregon's only academic health center enjoys a national reputation for the high quality of its teaching. The number of applicants to our schools has continued to grow.

Through its three schools and numerous continuing education programs, OHSU seeks to promote lifelong learning among students while instilling a commitment to serve the communities where they live and work. Typically, about 70 percent of students entering the OHSU School of Medicine MD Program are Oregon residents, and some 52 percent of OHSU MD graduates remain in Oregon, well above the nationwide average of 40 percent. One-third of all Oregon physicians received all or part of their training at OHSU. In the School of Nursing, approximately 90 percent of undergraduate degrees go to Oregon residents. In the School of Dentistry, approximately 83 percent of D.M.D. graduates are Oregon residents.

The university designs its educational programs and policies to reflect the state's needs and other changing realities. For example, healthcare shortages in every region of the state have led OHSU to train providers in

high-demand specialties and inspire future clinicians to practice in parts of the state where their skills will be needed most.

Because it costs more to educate these professionals than OHSU receives in tuition and state reimbursements, the university continually seeks new cost efficiencies, such as partnerships with other institutions, to extend its capacity while maintaining its excellence.

## School of Medicine

The largest of OHSU's three schools, the School of Medicine is divided into 27 basic science and clinical science divisions. Clinical faculty also staff OHSU's hospitals and clinics.

The school graduated 127 physicians in 2010, alongside 32 Ph.D.s and 171 recipients of master's degrees and graduate certificates. The school offers:

- Doctorates in medicine and philosophy in the basic sciences
- Master's degrees in biomedical informatics, clinical dietetics, clinical research, public health, physician assistant studies and science
- A combined M.D./Ph.D. program for students preparing for medical and biomedical research careers
- A combined M.D./M.P.H. program for students with public health experience and an interest in population-based clinical practice
- A combined OHSU/PSU M.B.A. in healthcare management

- Certificate programs in biomedical informatics, dietetics, healthcare management and human investigations

The School of Medicine trains over 750 residents and fellows through its Graduate Medical Education program, and is home to over 1,750 faculty members, five of whom have been elected to the prestigious National Academy of Sciences.

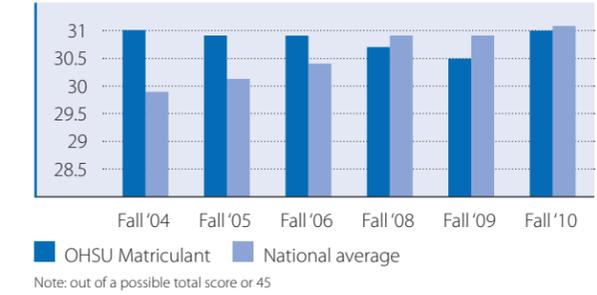
An innovative new Ph.D. program in cancer biology, launched by the School of Medicine and the OHSU Knight Cancer Institute, will place the "bench to bedside" research philosophy into a 21st century educational context for cancer biology. Translational medicine—which pairs research investigators with clinicians—will be central to the new program, which emphasizes both course work and extensive laboratory training.

## SERVING THE STATE

Through a variety of programs, the School of Medicine addresses some of Oregon's most fundamental healthcare needs:

- The M.D. program requires clinical experience in rural and/or medically underserved areas.
- The Rural Scholars program gave nine medical students the opportunity to experience rural healthcare for 14 weeks in 2010.
- The Physician Assistant Program provides masters-level training to help address the shortage of trained physicians in the state. The program, which graduated 34 students in 2010, is ranked among the top 10 in the nation.

## School of Medicine — MCAT Scores



## School of Medicine Tuition



## School of Dentistry

The only dental school in Oregon and one of just two in the Pacific Northwest, the OHSU School of Dentistry has been educating dentists for more than 100 years. The school has 55 full-time, 129 part-time and 166 affiliate faculty, who are involved not only in educating dental professionals, but also in patient care and numerous outreach programs.

The school uses an integrated group practice structure for its patient clinic. In this pioneering model, dental students, faculty and staff are grouped into six practice units, each led by a faculty member. The school uses a state-of-the-art electronic patient record and digital imaging and is a leader in the development of a multi-institutional clinical research database. In 2010, School of Dentistry clinics provided care to 17,801 dental patients through 86,110 patient visits (75,653 adult, 10,457 pediatric).

The School of Dentistry operates and manages two practice-based oral health research networks, one of which is one of only three funded by the National Institute of Dental and Craniofacial Research.

In addition to the doctor of dental medicine (D.M.D.) degree, the school offers advanced specialty education programs in oral and maxillofacial surgery, orthodontics, endodontics, periodontics and pediatric dentistry. Seventy-five students received D.M.D. degrees in 2010 and 16 completed graduate specialty programs. In 2009-10, 4,762 dentist and dental hygienist participants took part in continuing dental education courses offered by the School of Dentistry.

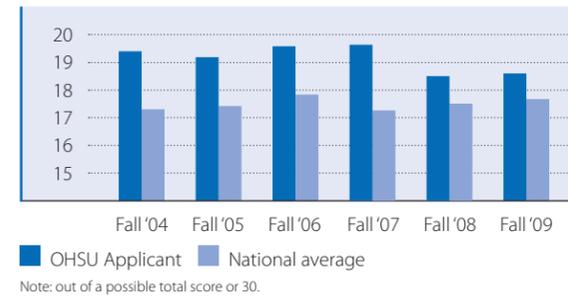
## SERVING THE STATE

Dental students care for Oregon's most underserved and vulnerable populations, not only within the School of Dentistry's various clinics, but also at 13 sites in communities ranging from private offices in rural and remote Burns and Baker City to safety-net clinics in Hillsboro and Cornelius.

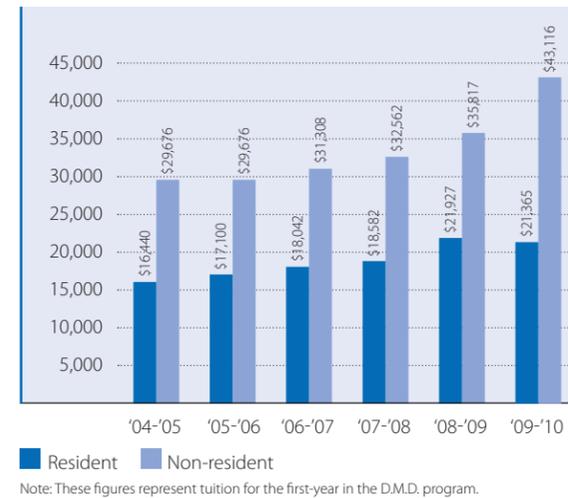
Piloted in 2008, the School of Dentistry's Community Outreach Program is now a mandatory part of every dental student's clinician training. Each graduating dental student, beginning with the Class of 2010, is required to complete a one-week community-based rotation, in addition to serving one week at the Russell Street Clinic in north Portland.

The goal of the School's Community Outreach program is to offer dental students a diverse, hands-on clinical experience beyond the School walls, while helping communities to address workforce and health care access issues. Studies have shown that such experience for providers, particularly in rural areas where the need for health care is greatest, increases the chance that providers may return to that community to live and work.

## School of Dentistry — DAT Scores



## School of Dentistry Tuition



## School of Nursing

The OHSU School of Nursing is consistently ranked in the nation's top 10 for nursing education by *U.S. News & World Report*. The school awarded 291 undergraduate degrees and 73 graduate degrees in 2010.

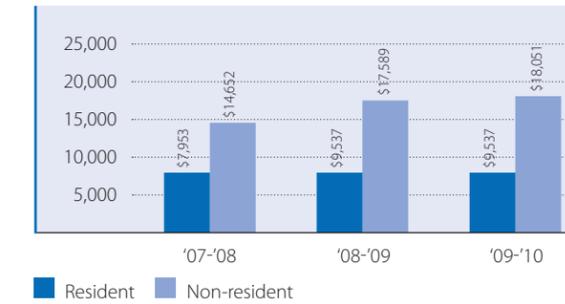
The Portland campus, one of five for the School of Nursing, offers both nursing undergraduate and graduate programs, including the newest, the doctor of nursing practice (D.N.P.), which began in 2007. The D.N.P. prepares clinical nurses for advanced practice and provides students with the opportunity to gain doctoral-level education while maintaining a practice focus. The school also launched Oregon's first nurse anesthetist degree program in 2007. Also offered are:

- Ph.D. and master's degrees in nursing specialties, such as nurse-midwifery and nurse practitioner;
- B.S. with a major in nursing
- Several post-master's specialty certificates

In 2007, the School of Nursing opened its fifth campus—at Western Oregon University in Monmouth, which graduated its first students in June 2010. Other campuses are located in Ashland, Klamath Falls, La Grande and Portland, and there is a “virtual campus” as well.

## School of Nursing Tuition

Tuition for the 1st Year of the OCNE Curriculum



Note: Starting in 2006/07 students completing the entire curriculum of the Oregon Consortium for Nursing Education (OCNE) program at OHSU attend three years, with three terms of attendance each year. Tuition amounts starting in 2006/07 are for 1st year OHSU OCNE students and are calculated at 9 credit hours Fall term and 12 credit hours (full-time) each in Winter and Spring terms. Prior to the OCNE curriculum, students were in a two-year program, attending four terms of full-time attendance each year.

## SERVING THE STATE

In its basic philosophy, the School of Nursing has long addressed the need to improve the health of communities across the state through access to skilled and compassionate nurses. By emphasizing rural and community-based practice, the school has been instrumental in reshaping the distribution of healthcare.

Through OCNE, students at eight community college campuses, as well as OHSU, can complete coursework for the Bachelor of Science degree in nursing from OHSU without leaving their home community. The first class entered in 2006.

The school has also addressed the shortage of skilled nurses for a growing and aging population, with a Center for Geriatric Nursing Excellence committed to improving the health and healthcare of older adults.

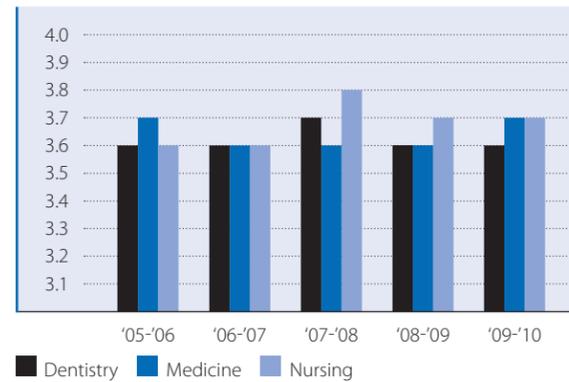
## Allied Health

Practitioners in allied health include physicians assistants, people skilled in medical and imaging technologies, paramedic treatment, radiation therapy and many other areas of specialty. At OHSU, allied health education encompasses undergraduate and graduate programs located in the School of Medicine, the School of Dentistry, OHSU Hospital, the Child Development and Rehabilitation Center and the Portland Veterans Affairs Medical Center.

OHSU offers a B.S. degree in radiation therapy and is a joint partner with the Oregon Institute of Technology in a B.S. degree in clinical laboratory science/medical technology. OHSU and OIT combine to offer a 12-month paramedic education program. OHSU also offers a dietetics internship that can be combined with related master's degree programs.

OHSU collaborates with Oregon State University, which awards the Doctor of Pharmacy (Pharm.D.) degree. Students study two years at OSU and then spend their third year at OHSU, helping foster collaboration among the health sciences and a multidisciplinary approach to studying pharmacy theory and practice.

### Average GPA on Admission



### Degrees Awarded

	05/06	06/07	07/08	08/09	09/10
<b>School of Dentistry</b>					
Graduate Certificate programs	5	9	11	11	12
M.S. (Master of Science)	4	4	4	4	4
D.M.D. (Dental Medicine)	70	74	60	78	71
Subtotal - School of Dentistry	79	87	75	93	87
<b>School of Medicine</b>					
A.A.S. (Emergency Med. Technology - Paramedic) (a)	22	22	21	22	25
B.S. (Clinical Laboratory Science) (a)	22	23	24	24	22
B.S. (Radiation Therapy)	8	7	5	10	8
Graduate Certificate in Dietetic Internship	21	23	20	23	23
Graduate Certificate in Human Investigations	13	11	9	11	19
Graduate Certificate in Biomedical Informatics	10	14	19	25	22
Science and Engineering Graduate Certificate programs	(b)	(b)	(b)	10	13
M.B.I. (Master of Biomedical Informatics)	8	7	8	13	10
M.C.R. (Master of Clinical Research)	1	6	8	11	15
M.C.D. (Master of Clinical Dietetics)	(c)	(c)	(c)	1	0
M.P.A.S. (Master of Physician Assist. Studies)	34	37	36	34	36
M.P.H. (Master of Public Health)	18	20	24	27	19
M.S. (Master of Science) (b)	6	15	8	45	27
M.S.E. (Master of Software Engineering)	(b)	(b)	(b)	1	0
M.D. (Medicine)	99	118	103	121	127
Pharm.D. (Pharmacy) (d)	80	78	74	80	88
Ph.D. (Doctor of Philosophy) (b)	41	30	29	39	41
Subtotal - School of Medicine	383	411	388	497	495
<b>School of Nursing</b>					
B.S. (Nursing)	311	246	204	211	291
Graduate Certificate in Public Health	(e)	(e)	(e)	(e)	1
Post Master Certificate programs	17	6	17	8	7
M.P.H. (Master of Public Health)	6	6	10	8	12
M.N. (Master of Nursing)	33	21	35	31	36
M.S. (Master of Science)	27	11	15	21	10
D.N.P. (Doctor of Nursing Practice)	(f)	(f)	(f)	10	0
Ph.D. (Doctor of Philosophy)	6	4	7	9	7
Subtotal - School of Nursing	400	294	288	298	364
<b>School of Science &amp; Engineering</b>					
Graduate Certificate programs	8	22	24	(b)	(b)
M.S.E. (Master of Software Engineering)	4	4	2	(b)	(b)
M.S. (Master of Science)	81	65	66	(b)	(b)
Ph.D. (Doctor of Philosophy)	14	9	17	(b)	(b)
Subtotal - Science & Engineering	107	100	109	(b)	(b)
<b>TOTAL</b>	<b>969</b>	<b>892</b>	<b>860</b>	<b>888</b>	<b>946</b>

- (a) Joint degree program with Oregon Institute of Technology.
- (b) Science and Engineering programs were merged with the School of Medicine graduate programs effective Fall 2008.
- (c) Master of Clinical Dietetics program began Fall 2007.
- (d) Joint degree program with Oregon State University.
- (e) Graduate Certificate in Public Health program began Fall 2008.
- (f) Doctor of Nursing Practice program began Summer 2007.

### Fall Enrollment\*

	06/07	07/08	08/09	09/10	10/11
<b>Dentistry</b>					
Professional Degree	296	297	305	299	299
Graduate	35	37	36	35	27
<b>Subtotal</b>	<b>331</b>	<b>334</b>	<b>341</b>	<b>334</b>	<b>326</b>
<b>Medicine</b>					
Radiation Therapy	16	18	18	18	18
Professional Degree	476	470	487	488	470
Graduate	563	600	778	814	952
<b>Subtotal</b>	<b>1,055</b>	<b>1,088</b>	<b>1,283</b>	<b>1,320</b>	<b>1,440</b>
<b>Nursing</b>					
Baccalaureate	581	573	586	710	718
Graduate	207	201	203	213	223
Professional	**	18	11	6	14
<b>Subtotal</b>	<b>788</b>	<b>792</b>	<b>800</b>	<b>929</b>	<b>955</b>
<b>Science &amp; Engineering</b>					
	244	241	(na)	(na)	(na)
<b>TOTAL</b>	<b>2,418</b>	<b>2,455</b>	<b>2,424</b>	<b>2,583</b>	<b>2,721</b>

- \*This table excludes interns, residents trainees and students enrolled in the joint degree programs with OSU and OIT.
- \*\*The Doctor of Nursing Practice program began Summer 2007 (na) Now included in School of Medicine.

### OHSU and PSU: Educational Leaders Joining Forces for Progress

Together, OHSU and PSU stand poised to benefit the Portland metropolitan area in unprecedented ways. The OHSU/PSU Strategic Partnership Task Force, formed by PSU President Wim Wiewel and OHSU President Joe Robertson in early 2009, recently issued a report to formalize a strategic alliance between the universities.

The alliance will leverage the strengths of both OHSU and PSU to meet the growing educational, economic and research needs of Oregon. In its report, the task force identified dozens of areas of potential collaboration. Some of these efforts are already in progress.

### OUS/OHSU Collaborative Life Sciences Building: A Model of Success

The Oregon University System (OUS)/OHSU Collaborative Life Sciences Building project is an excellent example of the alliance's success. The first of its kind in Oregon, the proposed building is already considered a model for future educational and research collaborations in the state. The project will be made possible, in large part, **thanks to a \$110 million investment from the state.**

The 279,000-square-foot complex, expected to open in 2013-14, will be home to education and research in biosciences and medical, dental, pharmacy, nursing and other programs from PSU, OHSU and Oregon State University. The programs housed by the new building will help expand the life sciences and biomedical research and boost the healthcare workforce to stimulate economic development.

PSU and OHSU are considered equal partners in the project. Its success will mean a major step forward in forming long-term partnerships and a significant payoff for Oregonians.

# Research: Opening Doors, Saving Lives

Research at OHSU creates new scientific and medical knowledge. It attracts leading scientists and top students who share the drive to explore great and important challenges. It brings money in from outside sources to be spent locally. It launches businesses and provides jobs for local people. It puts Oregon on the map.

At OHSU, more than 1,100 principal investigators are pursuing 4,500 research projects. As a result, the university contributes more than any other institution in Oregon to the knowledge needed to improve health and well being. OHSU's research also gives Oregonians access to some of the newest and best treatments available anywhere in the world. In addition, OHSU scientists are exploring applied research frontiers, environmental and biomedical engineering and information sciences.

## Research Funding: Dollars for Oregon

The university's standing with the National Institutes of Health is one measure of the quality of its research, with researchers bringing in \$263 million from NIH in fiscal year 2010. Altogether, OHSU researchers brought in nearly \$322 million in fiscal year 2010—as well as \$70 million in ARRA funding in that year alone. OHSU's ARRA funds have created or retained hundreds of full- and part-time jobs in Oregon, not only at OHSU but also at local construction, supply, and other

firms. OHSU is in the highest national echelon for neuroscience funding from the NIH and elsewhere.

Most of the dollars awarded to OHSU to support research come from out of state, representing a significant contribution to Oregon's economy. It is estimated that each dollar of NIH funding generates over twice as much in state economic output as research dollars are spent. In Oregon this “multiplier effect” is estimated at \$2.29, meaning each \$1 from NIH generates \$2.29 in jobs and business activity.

## The Future of Medicine

OHSU is an important player in the bioscience revolution that is changing American healthcare through technology.

One major facility for cutting-edge research is OHSU's **Advanced Imaging and Research Center**, located in the new Biomedical Research Building on Marquam Hill, with a satellite facility at the Oregon National Primate Research Center. The AIRC has three high-performance MRI instruments that are many times stronger than what is in a typical clinician's office. Using these tools, OHSU researchers have gained critical new insights into multiple sclerosis, breast cancer, addiction and other diseases.

OHSU is the new home of the **Pacific Northwest Regional Center of Excellence for Biodefense and**

## The Knight Cancer Institute: Becoming a Regional Powerhouse

The OHSU Knight Cancer Institute, renamed in 2008 thanks to a \$100 million gift from Phil and Penny Knight, has recently developed a strategic approach toward becoming a regional powerhouse in personalized cancer medicine.

Personalized cancer therapy uses an individual patient's DNA and test results to target and disable cancer cells without weakening healthy cells the way current chemotherapy and radiation treatments do. OHSU Knight Cancer Institute director, Brian Druker, M.D. developed the first successful targeted treatment for cancer—Gleevec—and support from the Knight's endowment will allow more significant breakthroughs in the years to come.

The OHSU Knight Cancer Institute's plan for the future begins with a strong foundation: 650 doctors, nurses, scientists and staff who already offer the latest cancer treatments, technologies and research studies, in addition to more than 400 clinical trials. The Knight is also the only National Cancer Institute-designated Cancer Center between Sacramento and Seattle—an honor earned only by the nation's top cancer centers.

Building the Knight into a regional powerhouse in personalized cancer medicine entails:

- **Recruiting additional high-caliber researchers.** The Knight is actively recruiting nine star scientists in the field of personalized cancer medicine, as well as a large number of junior faculty members.
- **Launching a commercial DNA testing lab.** In 2008, the Knight established a tumor DNA profiling service. Expanding this service will make OHSU's expertise and capabilities accessible to more clients and hospitals.
- **Developing OHSU's cancer biobank.** The Knight's tumor and blood sample collection is the state's largest and one of few in the United States with extensive genetic profiling. Increasing storage capacity and diversity of samples could turn the collection into a uniquely profitable resource for the entire region.
- **Harnessing all of these strengths—in research, diagnosis and analysis—to individually tailor the care provided for cancer patients throughout Oregon.** Patients will have access to expanded Phase 1 clinical trials at the OHSU Knight Cancer Institute and affiliated health systems throughout the state, keeping patients closer to the communities where they live and work.

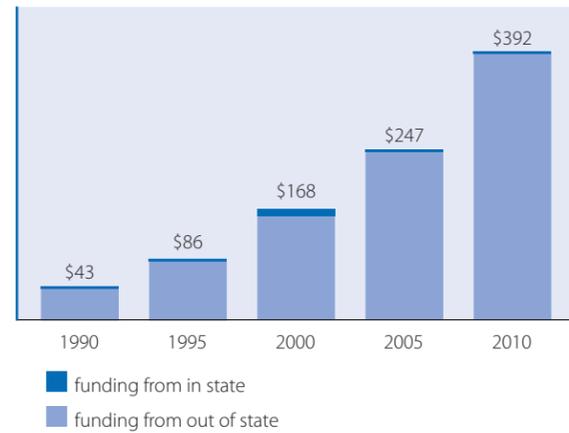
This strategy will ensure the OHSU Knight Cancer Institute has the resources it needs to become a leading force in translational cancer research—quickly turning discoveries into practical treatments.

*The university's research is the foundation for an increasing number of patents, license agreements and spin-off companies that are benefiting Oregon's economy and the health of its citizens.*

*continued on page 20*

### Since 1990, OHSU's Research Funding has Increased Over Time

(in millions)



### Emerging Infectious Diseases Research (PNWRCE).

This consortium brings together investigators with extensive expertise to study how pathogens affect our vulnerability to infectious disease. Their goal is to help next-generation therapeutics, diagnostics, and vaccines against the most dangerous pathogens. The PNWRCE also trains the next generation of scientists—as well as providing facilities and scientific support to first-line responders in the event of a national biodefense or emerging infectious disease emergency.

Breakthroughs in bioscience are a major reason OHSU's intellectual property benchmarks continue to grow. The university's research is the foundation for an increasing number of patents, license agreements and spin-off companies that are benefiting Oregon's economy and the health of its citizens.

### Exceeding Goals for the Oregon Opportunity

OHSU is in its ninth year of the long-term Oregon Opportunity program. The program, supported by a \$200 million investment from the state and an additional \$378 million from private donors, is designed to accelerate and expand OHSU's research programs, allowing the university to:

- Become a research powerhouse
- Attract researchers who increase OHSU'S scientific impact
- Create centers of clinical and research expertise
- Ensure availability of space and equipment
- Maximize the number of commercially viable discoveries
- Grow a biotechnology industry in Oregon

In January 2010, the Oregon Secretary of State released the results of a recent audit, made to review the progress of OHSU toward program goals related to the \$200 million state investment. The auditors reported success — OHSU has either met or exceeded every specific goal and measurable target set for the Oregon Opportunity program.

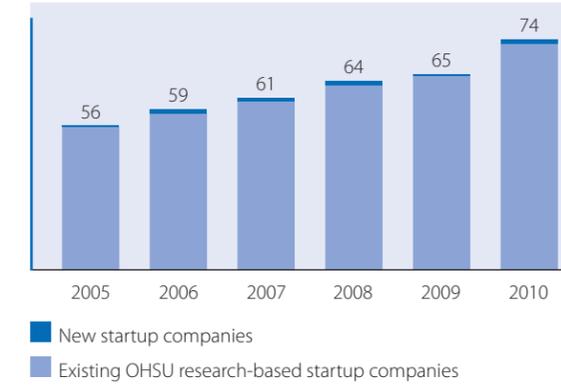
With the support of the program, OHSU has been able to:

- Recruit 94 scientific investigators, including leading researchers
- Employ more than 175 additional research staff
- Create and expand research centers and programs
- Garner a top 20 National Institutes of Health medical school ranking in 2006\*
- Receive \$ 225.7 million in research grants awarded to scientific investigators recruited by the program at the end of FY 2009
- Build the new 275,000-square-foot Biomedical Research Building
- Purchase cutting-edge research equipment, including a 12 Tesla MRI machine

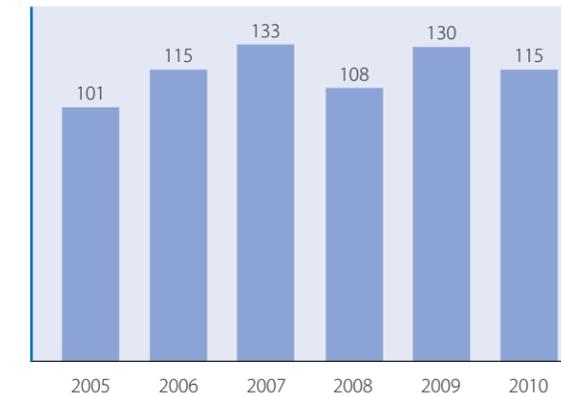
The joint venture of the Oregon Opportunity program has enhanced and expanded OHSU's research mission in multiple ways. The opportunities it has afforded will only continue to build and strengthen the university's research capabilities, helping turn discoveries into better healthcare for all Oregonians.

*\*NIH stopped providing rankings after 2006.*

### Start-up Companies



### Invention Disclosures



### Excellence in Research:

- Some 1,100 principal investigators are working on 4,500 basic, clinical, and applied research projects.
- In 2010, OHSU received \$392 million in research funding, nearly 94 percent of which came to Oregon from out of state.
- Of this sum, \$70,091,980 was awarded under the American Recovery and Reinvestment Act (ARRA) to recruit new faculty, build research facilities and support scientific discovery.
- OHSU researchers have been awarded more than \$100 million in ARRA funds since 2009, bringing a temporary but substantial increase in productivity.
- Invention disclosures for the fiscal year totaled 115. Invention disclosures over the last five years total over 600.
- Twenty-one U.S. patents were issued to OHSU innovators in 2010, for a total of more than 80 in the last five years.
- Ninety-three U.S. patent applications were filed in 2010.
- The university's income for the fiscal year from 34 commercialization agreements was \$1.2 million. The income is generated from development of products based on intellectual property developed and owned by OHSU.
- Three new startups were established in 2010, bringing in over \$3 million in SBIR/STTR funding. This brings to total number of startups to 17 in the last five years.

# Healing: World-Class Care for Oregon

At OHSU, patients from all over Oregon reap the benefits of world-class knowledge for the most complex as well as the most common of healthcare needs. OHSU makes it possible for people in Oregon to receive healthcare within their home region, closer to family and friends, rather than traveling long distances for specialty services.

Each patient at OHSU is treated as a unique individual. We design customized, coordinated treatment plans. A team of experts—potentially made up of physicians, nurses, pharmacists, physical therapists, social workers and nutritionists—all work to address patients' preferences and needs.

The interdisciplinary network of expertise found at an academic health and research center such as OHSU results in a level of care unmatched anywhere else in the state. In addition, our state-of-the-art technologies set us apart, helping us provide more effective treatment.

OHSU is a designated **Level 1 Trauma Center** and one of the nation's premier centers. Other distinctions include a new, more accurate **256-slice CT scanner** and the first-of-its-kind **ambient room** in the Pacific Northwest, where patients receiving CT scans can hear soothing soundtracks and see calming images. The technology improves the experience as well as the quality of the exam.

New, collaborative clinics strengthen teamwork on behalf of patients. In the fall of 2008, OHSU opened a new **Pediatric Emergency Department** offering urgent, emergent and observation care. The department is now up and running 24/7, with 9,896 reported visits in 2010 and 14,000 visits projected for 2011.

## Partnerships for Better Health

OHSU healthcare providers join with other providers throughout the state to bring the most advanced research and care to more Oregonians. The **Knight Cancer Institute** and Pacific Oncology, for instance, have joined forces to provide high-quality community-based care in Beaverton, Gresham, Tualatin and Newberg as well as Portland. The **Oregon Stroke Center** has developed a streamlined transfer process to help stroke victims access the treatment they need in the shortest time, and also trains healthcare facilities all over the state.

## Enhanced Communication

OHSU has taken major steps toward transforming the way we manage and deliver healthcare services. The new **electronic medical record system**, Epic, links all inpatient and outpatient records, allowing OHSU to provide unprecedented continuity of care and enhance patient privacy and safety. The system facilitates consultation among members of the healthcare team anytime, anywhere. Patients can also access their healthcare records anywhere and send secure messages

to their physicians' offices. Referring providers can view a patient's complete health record and securely contact OHSU colleagues.

An electronic medical records system allows us to continue to improve the quality of care we provide and serves as a common platform for scientists and doctors to share information and advance research discoveries.

## Transparency and Quality

OHSU is working to create a more patient-centered healthcare model. OHSU Hospital has demonstrated its commitment to **transparency in healthcare** by participating in state and federal initiatives to help patients compare the cost and quality of medical services at different hospitals. To improve the quality of medical care as well as the patient experience, OHSU collects and publishes online data about patient satisfaction and outcomes. In fact, OHSU was the first hospital in Oregon to publicly release aggregate outcomes and patient experience data. Information may be found at [www.HospitalCompare.hhs.gov](http://www.HospitalCompare.hhs.gov).

In addition, OHSU collects its own **quality improvement** data and recently has been formalizing service and operational excellence initiatives to improve clinical care and communication among staff. Additional information and links to OHSU's healthcare quality data is available at [www.ohsuhealth.com/quality](http://www.ohsuhealth.com/quality).

## OHSU Telemedicine: Specialty Healthcare Throughout Oregon

Cutting-edge videoconferencing technology allows OHSU and OHSU Doernbecher Children's Hospital medical specialists to instantly provide critical consults and see exactly what physicians in emergency rooms throughout the state are seeing. For collaborating hospitals, access to specialists—without the barriers of distance and time—is priceless.

The **OHSU Telemedicine Network** is growing and currently serves eight sites around Oregon, providing consults for:

- **Pediatric intensive care**—The OHSU Doernbecher Children's Hospital has provided pediatric intensive care throughout the state for four years and will add neonatal care in 2011 to support nurseries around the state.
- **Stroke care**—With instant access to OHSU neurologists and their expertise, healthcare professionals in rural emergency rooms can provide the best possible treatment 24-hours-a-day, 365-days-a-year—invaluable in a situation where lost time can mean lost brain function.
- **Trauma care**—OHSU trauma surgeons are available for consults 24/7 and facilitate patient transfers, if necessary. Neurosurgery care will be added in 2011.
- **Psychiatric care**—Using telemedicine, psychiatrists at OHSU provide office consults and therapy sessions.

Additional specialties, including cardiac and general neurology, are under discussion. Timely access to specialty care can not only save lives and prevent costly, stressful transport of patients, it also keeps healthcare dollars in local communities. By enabling local community hospitals to expand their range of services, the OHSU Telemedicine Network gives rural providers the specialist expertise necessary to manage more cases in-house.

## Community Benefit

Healthcare institutions recognize their responsibility to help create healthier communities. To that end, Oregon has established a mandatory **Community Benefit Reporting Program**, which began in January 2008. To classify as a community benefit, programs or activities must generate costs that exceed their income.

Community benefits include charity care (also known as uncompensated care), government sponsored healthcare (Medicare and Medicaid as well as other public programs which offer lower rates of reimbursement than commercially insured patients) and other services provided for the benefit of the community, such as health professions education, research, and community health improvement services.

This marks the first year that all Oregon hospitals and health systems reported their uncompensated care and other programs of benefit to the community in the same “apples to apples” way – a result of 2007 legislation to align data collection and reporting. This is a significant change and one that points a more realistic picture of the full spectrum of health and health-related services provided in Oregon.

## Community Benefit Summary

<b>Charity care</b>	\$28,648,684
<b>Government sponsored healthcare</b>	
Medicare	\$37,955,615
Medicaid	\$20,333,043
Subtotal	\$86,937,341
<b>Community benefit services</b>	
Community health	\$2,523,012
Health professions education	\$134,942,457
Research	\$32,500,000
Community building and other	\$1,054,248
Subtotal	\$171,019,058
<b>Total quantifiable community benefits</b>	<b>\$257,957,058</b>

*2010 data is not yet available. New figures will be posted as available at [www.ohsu.edu/servingoregon](http://www.ohsu.edu/servingoregon)*

As the state’s only academic health center, OHSU’s mission includes a number of activities and programs that no other hospital can offer: educating the next generation of health care providers, discovering new cures, providing care for the most vulnerable and difficult cases, and statewide outreach that touches all 36 Oregon counties. OHSU’s case mix index – a measure of the complexity of care provided – is the highest in Oregon, and OHSU provides a number of tertiary and quaternary care services not available anywhere else in the state.

## Healthcare at a Glance

**Total patient visits:** 827,688 (includes all medical and dental, pediatric and adult)

- Pediatric patient visits to hospitals and medical clinics: 157,798
- Pediatric patient visits to dental clinics: 10,457
- Adult patient visits to hospitals and medical clinics: 583,780
- Adult patient visits to dental clinics: 75,653

**Total patients:** 232,477 (includes all medical and dental, pediatric and adult)

- Hospitals and medical clinics pediatric patients: 52,859
- Dental clinics pediatric patients: 3,903
- Hospitals and medical clinics adult patients: 161,817
- Dental clinics adult patients: 13,898

**Inpatient admissions:** 30,876

**Total emergency visits:** 30,935 (adult and pediatric)

- Pediatric visits: 7,492
- Adult visits: 23,443

## Bed count

- Licensed beds: 560
- Staffed beds: 534 (105 for pediatrics)

## Number of clinics:

Numerous specialty clinics on the OHSU campus as well as community-based clinics

## Excellence in Healthcare

- OHSU is a regional resource for patients from Oregon, southwest Washington, Idaho, Montana, Alaska and northern California. Patients come to OHSU from every county in the state.
- OHSU played a pivotal role in the inception of the Oregon Trauma System.
- OHSU Hospital has appeared in US News and World Report’s list of America’s Best Hospitals for 16 consecutive years.
- The OHSU Knight Cancer Institute is the only cancer center between Sacramento and Seattle designated by the National Cancer Institute.
- OHSU is the only place in Oregon where adults and children can receive bone-marrow transplants.
- Doernbecher Children’s Hospital is the only children’s hospital in Oregon ranked as one of US News and World Report’s Best Children’s Hospitals.
- The OHSU Center for Women’s Health is one of 20 national Centers of Excellence for women’s health.
- OHSU is conducting more than 700 clinical trials to bring new treatments and cures to patients sooner.
- OHSU’s Casey Eye Institute is home to the nation’s first research-oriented children’s eye clinic, the Elks Children’s Eye Clinic, established in 1949.
- Nearly 800 volunteers provide approximately 58,000 hours of service for patients, families and guests at OHSU hospitals and clinics each year.
- OHSU’s Transplant Program is one of the longest-running programs in the world, and one of the largest and most successful transplant programs in the United States.
- OHSU is one of only a handful of hospitals around the country to use microbubble technology to instantly detect heart attacks.
- OHSU’s free translation services help limited-English speaking patients and their families. Interpreter services were provided more than 67,000 times in the past year in 70 different languages.
- The discovery of the anti-cancer medication Gleevec by OHSU Knight Cancer Institute director Brian Druker, M.D., has saved more than 1 million lives.

# Community Service: Reaching into the Community

OHSU extends each of its three primary missions—teaching, healing and discovery—into its community—the entire 96,000 square miles of Oregon and beyond. On these pages are a few examples of the more than 200 programs and countless benefits OHSU brings to the community.

## Improving Health Statewide

- OHSU works with the **Area Health Education Centers** and the **Office of Rural Health** to extend healthcare, health education and research throughout the state. The AHEC program consists of five regional centers covering the state, each of which provides education, training and workforce assessment for current and future health professionals and encourages healthcare practice in rural and underserved areas.
- The **Office of Rural Health** helps rural healthcare systems get established and remain viable. It helps rural communities recruit primary care providers and administers several rural tax credit programs. It manages the Critical Access Hospital (CAH) Program, to support CAHs in developing rural health networks, strengthening rural delivery systems, supporting rural EMS and developing quality improvement initiatives. The ORH offers direct technical assistance to Rural Health Clinics, CAHs and their communities. The ORH offers regular webinar-based training programs and continuing education to rural EMTs.
- The **Oregon Rural Practice-Based Research Network** (ORPRN) is a statewide clinical research network that extends the benefits of medical research to rural communities. ORPRN membership includes 171 clinicians who provide care to over 240,000 patients in 50 rural Oregon practices. Through embedded research coordinators, these clinicians connect with other communities in the

ORPRN network to study and implement methods to improve the health of rural Oregonians.

- OHSU's **Oregon Poison Center** (OPC) is a 24-hour regional poison emergency information and resource center for the public and health care professionals. The OPC serves Oregon as well as Alaska and Guam. The OPC handles about 60,000 calls each year, about 47,000 of them from Oregonians. The OPC's services save millions of dollars annually by keeping many people out of the hospital and helping those who are in the hospital to recover as quickly as possible. In 2009, the Poison Center partnered with the state to manage Oregon's information line about the H1N1 virus for healthcare providers.

## Programs for Children and Youth

- The **Child Development and Rehabilitation Center** (CDRC) improves the lives of individuals with disabilities or special health needs. Designated as Oregon's agency for Services for Children with Special Health Needs, the CDRC helps more than 8,000 Oregon children each year through CDRC centers in Portland and Eugene and clinical teams in Medford, Corvallis, Pendleton and LaGrande.
- Housed in the CDRC, the **Oregon Center for Children and Youth with Special Health Needs** (OCCYSHN) helps coordinate care for families to make life less confusing. The center helps build the capacity of families, providers and communities to care for children with special needs through

training programs, multidisciplinary clinics, public health agencies and community planning activities.

- **OCCYSHN Care Coordination** (CaCoon) and **Community Connections Network** (CCN) provide for a statewide system of care for children and youth with special health needs by sponsoring multidisciplinary outreach clinics and supporting public health nurses who promote culturally sensitive, family-centered care coordination that is provided as close to home as possible.

## Other Programs for Children

In addition to the exceptional care at Doernbecher Children's Hospital, OHSU provides a wealth of programs that serve children throughout the state. Here are a few examples.

- Doernbecher takes pediatric care to children all over Oregon with subspecialty traveling clinics in cardiology, endocrinology, neurology, nephrology, gastroenterology, neurosurgery and pulmonology. For families who live outside the Portland metropolitan area, these clinics offer specialized medical care without the need to leave home. The program operates in 13 sites. In the past year, Doernbecher conducted 185 traveling clinics that reached over 3300 patients
- The **Pediatric and Neonatal Doernbecher Transport (PANDA) team** stabilizes and monitors young patients while they are en route to OHSU's emergency department or intensive care units. PANDA serves Oregon, Washington, Idaho, Alaska, Montana, northern California and Utah and is the largest and

People from every county in the state rely on the university's two hospitals, and dozens of clinics, which include several community primary care practices and numerous outreach clinics throughout Oregon.

## County Patient Visits

(does not include CDRC, other or outside Portland, CCN or CaCoon)

	Clinics	Day Patient	Emergency	Inpatient	Observation	Total
Baker	395	38	7	36	1	477
Benton	5,286	309	57	268	10	5,930
Clackamas	71,018	2,820	3,450	2,955	364	80,607
Columbia	9,027	644	617	675	88	11,051
Clatsop	6,178	327	97	322	21	6,945
Coos	2,798	193	43	278	14	3,326
Crook	524	41	11	40	1	617
Curry	840	73	10	89	6	1,018
Deschutes	4,243	363	59	294	16	4,975
Douglas	5,591	450	117	746	26	6,930
Gilliam	133	7	2	11		153
Grant	200	10	5	30	1	246
Harney	167	17	4	13	1	202
Jackson	4,577	282	48	461	12	5,380
Jefferson	767	73	24	63	2	929
Josephine	2,351	182	29	254	5	2,821
Hood River	2,708	138	33	169	6	3,054
Klamath	1,848	126	32	231	7	2,244
Lake	135	12	6	13	2	168
Lane	11,619	761	152	891	30	13,453
Lincoln	4,740	317	80	340	23	5,500
Linn	9,056	594	126	733	37	10,546
Malheur	250	21	3	31		305
Marion	29,729	1,645	659	2,194	145	34,372
Morrow	507	34	12	57	3	613
Multnomah	223,379	7,632	16,828	8,907	1,453	258,199
Polk	6,680	347	123	454	23	7,627
Sherman	236	16	4	19	1	276
Tillamook	3,693	201	69	222	18	4,203
Umatilla	3,880	278	55	483	10	4,706
Unknown	76	3	209	46	17	351
Union	1,441	110	21	135	10	1,717
Wallowa	348	23	1	36		408
Wasco	2,709	194	51	289	22	3,265
Washington	129,938	3,989	5,021	4,125	544	143,617
Wheeler	71	5	1	3		80
Yamhill	12,726	562	345	925	56	14,614
<b>Total</b>	<b>559,864</b>	<b>22,837</b>	<b>28,411</b>	<b>26,838</b>	<b>2,975</b>	<b>640,925</b>

busiest pediatric and neonatal transport program in Oregon. Nearly 800 transports from Oregon and Southwest Washington were performed last year.

- The School of Dentistry’s **Baby Day** brings third-year dental students to the Multnomah County dental clinic each Tuesday as part of their hands-on training. Three OHSU dental students participate in Baby Day each week, providing preventive care for 15 to 30 patients ranging in age from 9 months to 36 months.
- The School of Dentistry sponsors a variety of events to highlight the importance of early and regular oral healthcare. For example, about 200 uninsured children from Portland Public Schools received free oral care on **Give Kids a Smile Day**.
- The OHSU School of Nursing and the Beaverton School District have joined in a partnership to offer **Merlo Station High School Health Center**, a school-based health center in Beaverton’s Merlo Station High School, an alternative high school serving approximately 350 students, with a parenting program and on-site childcare. Staffed by two School of Nursing faculty members, the clinic provides comprehensive health services for students and children of students.
- OHSU invests in tomorrow’s leaders through more than 45 **science education outreach programs**, which annually reach over 896,000 individuals, from elementary school students through college age, throughout the state. Many programs emphasize minority, ethnically diverse and geographically isolated students.

## Community and Professional Resources

- OHSU makes available a **wealth of health information** for consumers via its **websites**, including [www.ohsuhealth.com](http://www.ohsuhealth.com) and [www.ohsucancer.com](http://www.ohsucancer.com). In addition, consumers in Oregon and OHSU patients may receive health information by mail or email from the OHSU Library.
- **Health screenings** are crucial to OHSU’s mission to improve the health of all Oregonians. Regular screenings enable early detection of disease, increasing survival rates and decreasing costs. OHSU periodically conducts free health screenings for particular conditions, such as cervical cancer, as well as general screenings for the uninsured.
- **CROET**, the Center for Research on Occupational and Environmental Toxicology, is dedicated to health and safety in the workforce. Through basic and applied research, outreach and education, CROET works to prevent illness and injury in partnership with labor, industry, government and the community. The Toxicology Information Center is an invaluable resource on occupational and environmental safety. The CROETweb provides up-to-date safety and health information by industry sector.
- OHSU works in **collaboration with healthcare providers** throughout the region to extend OHSU’s expertise in such areas as transplantation medicine, cardiology and cancer care. In addition, OHSU’s **Physician Consult Service** offers a peer-to-peer clinical consult and tertiary referral program, including 24-hour, toll-free telephone access for

more than 7,000 practitioners throughout Oregon. In 2010 OHSU fielded more than 35,000 calls.

- Through lectures, seminars, workshops, classes and conferences, OHSU brings **public health education** to the community. For example, OHSU participates in Portland’s Brain Awareness season by offering a series of lectures. The Center for Women’s Health provides classes to help women with common health issues.
- The **Center for Professional Development** provides continuing education for working professionals in all local industries, as well as free evening seminars that provide networking and learning opportunities.
- The **Center for Coastal Margin Observation & Prediction (CMOP)** is a multi-institutional National Science Foundation Science and Technology Center dedicated to the study of coastal margins (watersheds, estuaries, plumes, the ocean continental shelf), using developing technology and an interdisciplinary approach to enable a comprehensive understanding of river-to-ocean ecosystems.
- OHSU’s commitment to diversity is reflected in all of the organization’s missions. The **Center for Diversity and Multicultural Affairs** collaborates with academic units, hospitals and other campus and community resources in promoting an environment that values and nurtures diversity throughout the university.

## Community Service at a Glance

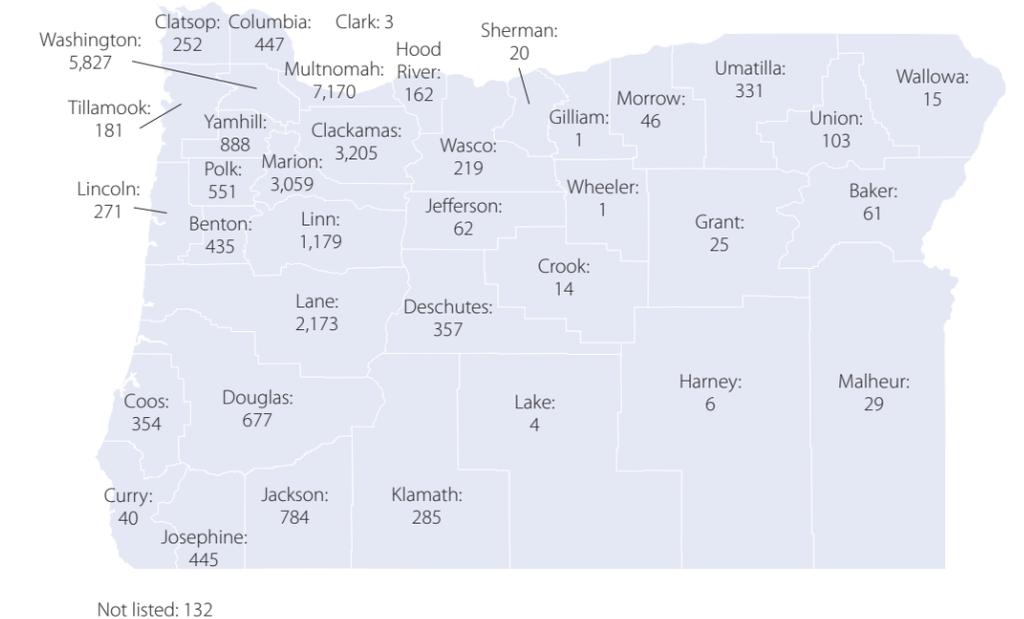
Through its outreach mission, OHSU builds partnerships throughout Oregon to improve health and well being. Here are some of the ways OHSU fulfills this mission:

- Increasing the number of primary care providers offering care to vulnerable populations as well as to residents of less-populated communities;
- Strengthening the diversity of the state’s health care workforce;
- Enabling students and practitioners to advance their education while remaining close to where they live, through continuing education programs that span the state;
- Providing support and expertise to healthcare providers and researchers throughout Oregon.
- Improving access to health care services and information statewide.
- Combining education and patient care with community service.
- Encouraging young people to consider careers in health care and biomedical research, through a tremendous array of internship opportunities, science education programs and tours.

Designated as Oregon’s agency for Services for Children with Special Health Needs, the CDRC helps nearly 24,000 Oregon children each year. Services are provided through CDRC centers in Portland and Eugene and clinical teams in Medford, Corvallis, Pendleton and LaGrande.

## Child Development and Rehabilitation Center

Incidents of service per county



# History of OHSU

The origins of OHSU date back to the formation of the University of Oregon Medical School in 1887. The School of Dentistry and the School of Nursing were subsequently founded. In the 1920s the Multnomah County Hospital was constructed adjacent to the medical school. Operated by the county, the hospital provided a large amount of indigent care, serving those who would otherwise go without.

For 30 years, students and faculty at the medical and nursing schools have been educated and trained within the environment of public and community service at Multnomah County Hospital. For another 20 years after the Medical School Hospital was built, students and faculty worked at both hospitals. During this time the commitment to community service and indigent care became an integral part of the Medical School Hospital.

In 1974 the Legislature created OHSU by combining the University of Oregon medical, nursing and dentistry schools into one entity, which also included Doernbecher Children's Hospital, the former Multnomah County Hospital and the Medical School Hospital (or University Hospital). The university became a public corporation in 1995. In 2001 the university merged with the Oregon Graduate Institute of Science & Technology. The institute became the OGI School of Science & Engineering, and OHSU's name was changed to Oregon Health & Science University, reflecting its expanded mission in the areas of bioscience and technology. This year the Science and Engineering School was merged into the School of Medicine as the new Department of Science & Engineering.

## OHSU Historical Chronology

1867

Oregon's first formal medical education begins at Willamette University.

1887

University of Oregon establishes first medical school in the Pacific Northwest.

1913

The two programs merge to form the University of Oregon Medical School.

1917

Marquam Hill campus gets its start with 108 acres donated by the Oregon-Washington Railroad and Navigation Company, and the family of C.S. Jackson.

1923

Multnomah County Hospital opens on Marquam Hill, with medical school serving its indigent patients.

1926

Doernbecher Memorial Hospital for Children is built on Marquam Hill.

1932

U of O Medical School forms Department of Nursing Education.

1954

Child Development and Rehabilitation Center is built on Marquam Hill.

1956

Medical School Hospital is built, and U of O Dental School moves to Marquam Hill.

1974

Schools of dentistry, medicine and nursing join to create U of O Health Sciences Center (later Oregon Health Sciences University).

1980s and 1990s

OHSU expands with new centers and institutes, and in many cases, new buildings to house them. New programs include the Vollum Institute, Center for Ethics in Health Care, Dotter Interventional Institute, Casey Eye Institute, Center for Research on Occupational and Environmental Toxicology, the Neurological Sciences Institute and the Biomedical Information Communication Center.

Other construction projects include new facilities for the School of Nursing and Doernbecher Children's Hospital. Additional clinical and research space is added in the new Mark O. Hatfield Research building; and clinical space expands on Marquam Hill in the new Physicians Pavilion, and throughout Portland as primary care community clinics are added.

1994

Oregon Regional Primate Research Center joins OHSU as an affiliate research institute.

1995

OHSU becomes a public corporation.

2001

OHSU merges with Oregon Graduate Institute of Science and Technology, becoming Oregon Health & Science University. Oregon Legislature approves the Oregon Opportunity investment in OHSU.

2004

Schnitzer Investment Corporation donates nearly 20 acres of South Waterfront property to OHSU.

2005

Biomedical Research Building opens on Marquam Hill.

2006

Center for Health and Healing becomes first waterfront building to open; and tram links South Waterfront campus with Marquam Hill through the new Peter O. Kohler Pavilion.

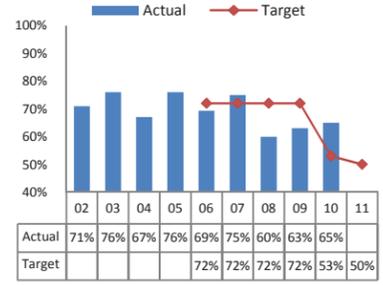
2008

The OHSU Cancer Institute is renamed the Knight Cancer Institute, in honor of Phil and Penny Knight and their \$100 million contribution, the largest in OHSU's history.

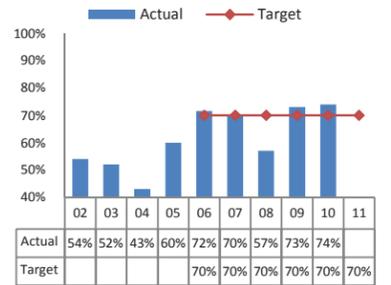
*All statistics in this report are from fiscal year end 2010 unless otherwise indicated.*

# Appendix — OHSU Key Performance Measures

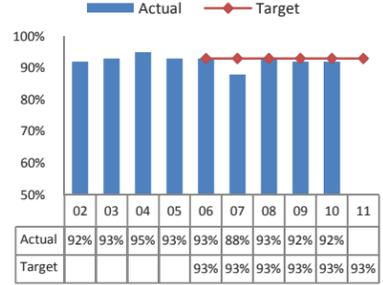
**1 DMD Access - Percent of first-year dental school positions filled by Oregon residents.**



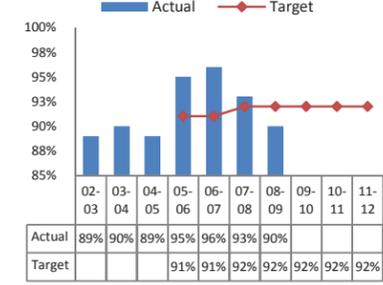
**2 MD Access - Percent of first-year medical school positions filled by Oregon residents.**



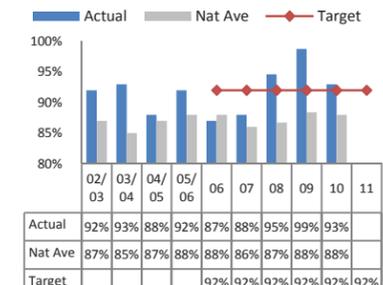
**3 Nursing Access - Percent of first-year nursing positions filled by Oregon residents.**



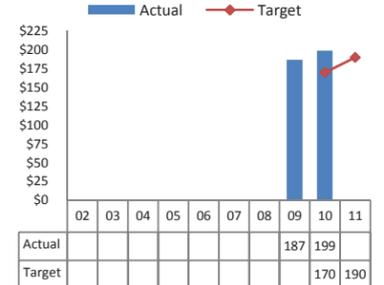
**4 Nursing Completion - Percent of nursing student cohorts completing baccalaureates.**



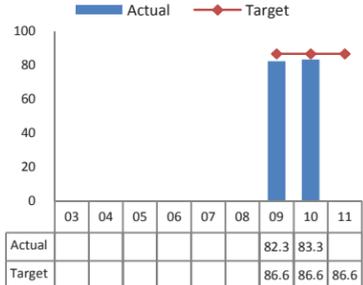
**12 Professional Competence - Percent of BS Nursing graduates passing credentialing exams.**



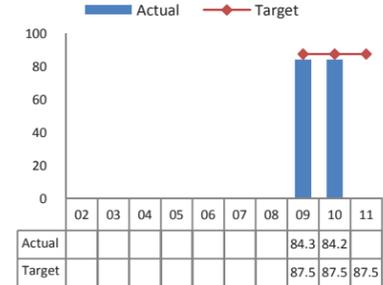
**13 Research Productivity - Research dollars per faculty (in thousands).**



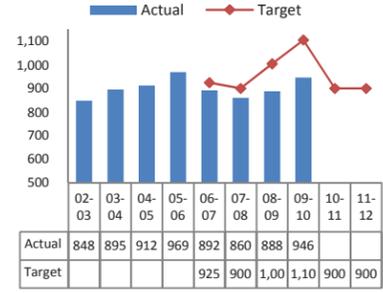
**14 Adult Inpatient Experience - Overall rating of experience with OHSU hospital.**



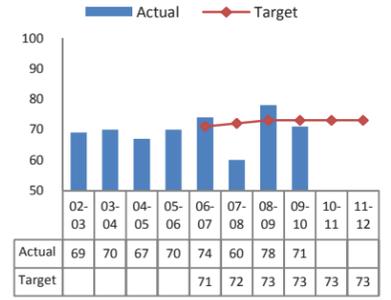
**15 Pediatric Inpatient Experience - Overall rating of experience with OHSU Doernbecher Children's Hospital.**



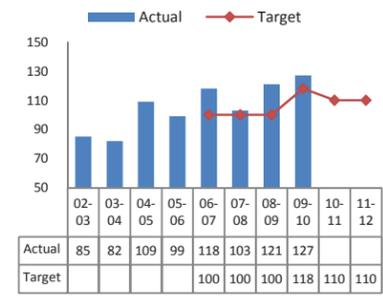
**5 Degrees & Certificates - Total degrees and certificates awarded.**



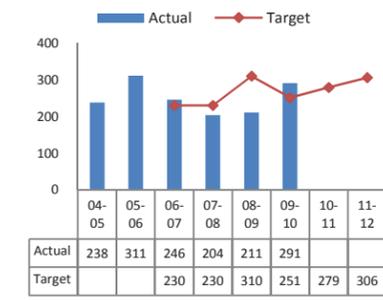
**6 Dentist Workforce - Total DMD Degrees Awarded.**



**7 Physician Workforce - Total MD degrees Awarded.**



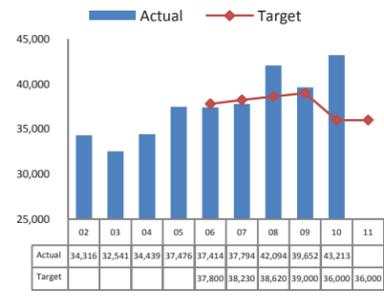
**8 Nursing Workforce - Total bachelor's degrees awarded in Nursing.**



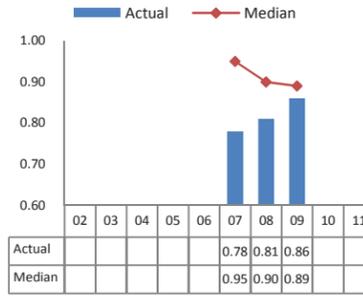
**16 Poison Center Effectiveness - Percent of poisoning or toxic exposure cases managed at home.**



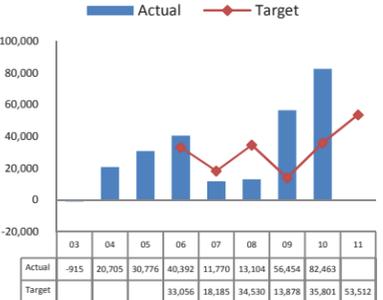
**17 CDCR Services - Total clinical, surgical and/or diagnostic services provided to patients.**



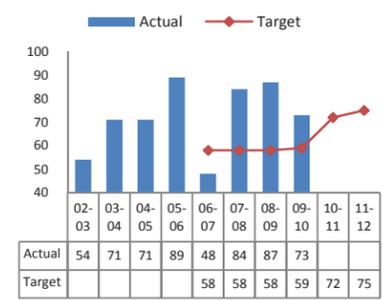
**18 Hospital Mortality - Ratio of observed mortality over expected mortality for OHSU inpatients.**



**19 OHSU Bottom Line - Consolidated unrestricted net income from total operations (dollars in '000s).**



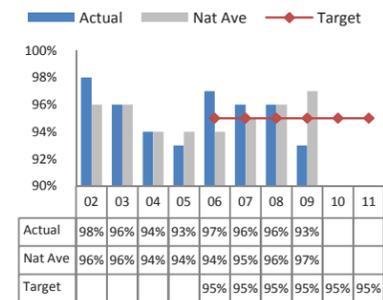
**9 Nursing Faculty - Total Graduate degrees and certificates awarded in nursing.**



**10 Professional Competence - Percent of DMD students passing senior-level credentialing exams.**



**11 Professional Competence - Percent of MD students passing senior-level credentialing exams.**



**Legend:**

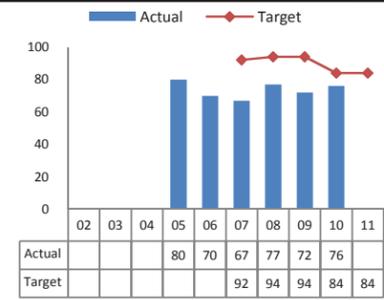
= UNCLEAR PROGRESS

= NOT MAKING PROGRESS

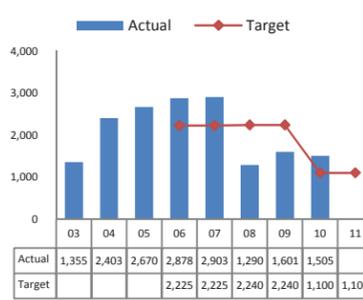
**20 MD Clinical Rotations - Number of MD student-weeks served in rural communities.**



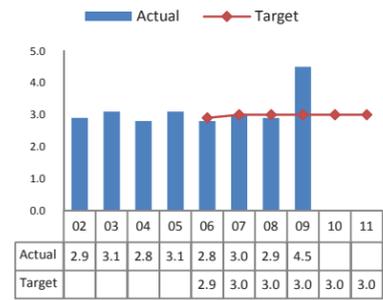
**21 Rural Preceptors - Community physicians supervising medical students in rural clerkships.**



**22 Rural Pipeline - Rural K-12 students enrolled in healthcare education pipeline program(s).**



**23 Rural Health - Ratio of federal funds received to state funds contributed to the Office of Rural Health.**





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