Oregon Health &
Science University

Vision 2020
Strategic Plan
2007 – 2011

Adopted by
OHSU Board of Directors
October 30, 2007
OHSU Strategic Plan Vision 2020
2007 – 2011

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I. INTRODUCTION

OHSU will partner to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of all Oregonians.

Planning strategically for OHSU excellence

Why do we plan? We plan because we wish to maximize our ability to contribute to the health and well-being of Oregonians.

We plan because it is the responsible approach to leading an academic health center. We plan because we are a large and complex organization that requires careful and consistent management.

We plan because our growth has been very rapid in the past two decades; now is the time to take stock of this growth and to ensure our sustainability.

We plan because we aspire to sustainable excellence.

Strategic planning provides us with a roadmap to our future – it helps us “get there from here” by outlining a vision, goals, strategies and tactics. A good strategic plan will provide a shared framework for decision making at all levels of our great institution.

In the end, the measure of our plan’s success will be an enhanced ability to achieve our vision of being a national leader in health and science innovation to improve the health and well-being of Oregonians. Quality and results, not profit, are the primary indicators of our success. However, financial sustainability and stability are crucial to maintaining our public mission of health care, research, education and service.

A transparent and inclusive process

Our strategic planning process is broad-based and participatory – across the institution and the state. We have sought input from hundreds of individuals
and organizations. We believe that transparency is crucial to OHSU’s success and to our planning process.

Change can’t happen if we see things just one way. That’s why diversity is important to who we are. Diversity is integral to achieving Vision 2020 and is a guiding principle of our planning process.

We asked for help in identifying our strengths and weakness, along with our opportunities and threats (our “SWOT” analysis). From this foundation, we articulated a vision for OHSU in the year 2020 – what do we want to be at that point? How can we best be organized to serve? What values will we represent? We then developed a draft five-year plan, including five-year goals, strategies and tactics to help us take our first steps toward Vision 2020.

A dynamic strategic plan

We have not created a leather-bound, encyclopedic document intended only to gather dust on our bookshelves. Our plan lays out five-year goals, strategies to attain our goals and measurable tactics for implementation.

But we understand that the only constant is change. Over the next five years, we will inevitably change internally as we adopt elements of the plan, and we will change due to external forces too. The combination of internal and external forces will present new opportunities and unforeseen challenges.

We will evaluate our progress and listen to our employees, students, patients, friends and critics as we move forward. To be strategic, our plan must be evolving and dynamic.

Defining the elements of the plan

Below we summarize the elements of the planning process and the five-year plan. Following this summary, we present the environmental scan and SWOT analysis that served to guide our strategic thinking, and the outline of our strategies and tactics.

1. The OHSU Mission statement: our starting point

A mission statement tells why an organization exists. The OHSU mission statement is a consensus statement and existed prior to the creation of our current strategic plan. The mission statement guides all strategic planning.
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 health care, 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 health care missions through community service, partnerships and outreach.

(OHSU Mission Statement, 2005)

2. Our Vision: shaping the future

A vision statement presents the organization’s ideal for the future – a picture of what it aspires to achieve in fulfilling its mission. OHSU also has an existing institutional vision statement:

OHSU is dedicated to improving the health and quality of life for all Oregonians through excellence, innovation and leadership in health care, education and research. (OHSU Vision Statement, 2000)

When we started planning in 2006, we built on and built out this institutional OHSU vision statement to articulate what we termed Vision 2020 of our current strategic plan. We aimed for greater specificity in Vision 2020:

OHSU will partner to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of all Oregonians.

We will . . .

- Be a leader in applying health and engineering science to solve the world’s major health problems.
• Leverage our multiple institutes, centers, schools, departments and individual excellence to generate unique, interdisciplinary solutions to major health issues worldwide.
• Attract and keep the best health and science faculty, and foster greater faculty diversity.
• Develop a new model for health and science education through interdisciplinary and trans-professional collaboration across schools, innovative technology, and academic and community partnership.
• Facilitate solutions to Oregon’s health care workforce needs.
• Develop and promote health care delivery models that are innovative in their pursuit of quality, efficiency, transparency and sustainability, and that improve quality of life for patients.
• Advocate for financing and delivery systems that provide fair and equitable health care access for all Oregonians.
• Build innovative partnerships to apply within Oregon and nationally the knowledge and discovery of an academic health center.
• Attract financial resources from public, private and philanthropic sources required to sustain and adequately fund our missions.

3. The Five-Year Strategic Goals: mapping the future

Vision 2020 describes where we want to be in the year 2020. Our five-year goals identify the steps needed to put us firmly on the path toward Vision 2020. By accomplishing these goals, we will know that we are on track to reach our vision. Following are OHSU’s five-year strategic goals:

1. Be a great organization, diverse in people and ideas.
2. Develop a faculty that will collaborate to drive excellence and innovation across OHSU.
3. Join others in developing policy and care delivery solutions that improve access to high-quality health care for all, especially Oregonians.
4. Help meet Oregon’s workforce needs in the health and science professions through innovative strategies.
5. Align OHSU enterprises to support sustainable innovation.
6. Build financial wherewithal for the long-term advancement of all of our missions.
4. The *Environmental Scan*: articulating the context

Great organizations confront the brutal facts. To this end, we retained the consulting firm Kurt Salmon Associates to conduct an environmental scan that addresses the local, regional and national factors affecting OHSU and our ability to carry out our missions. We also looked internally to develop an honest analysis of our strengths, weakness, opportunities and threats (SWOT analysis). This analysis of the environment was critical in developing our strategies and tactics.

5. & 6. Our *Strategies and Tactics*: defining the actions

Each of our six goals has strategies and tactics for implementation. Most strategies are multiyear activities that guide us in reaching our goals. Tactics are actions that are generally shorter-term and have identifiable resources specifically allocated to their accomplishment. A few of the tactics have been completed, many are in progress, and some are yet to be implemented. *Vision 2020* incorporates the plans of all mission areas into a single OHSU strategic plan. Its goals transcend the boundaries of specific units and missions. Some of our tactics are specific to schools or units, and some support strategies impacting all areas of OHSU.
II. OHSU Environmental Assessment

Background

OHSU has grown all its missions in a relatively short time. Different growth rates suggest constant vigilance is needed to maintain balance.

National Recognition – Healing

- Only hospital in Oregon to have services listed in *U.S. News & World Report’s* list of “America’s Best Hospitals 2007.”
- In a 2006-2007 survey of more than 2,000 Oregonians by the National Research Corporation, OHSU received the highest rating in the state in all four survey categories: best image/reputation, best overall quality, best doctors and best nurses.

National Recognition – Teaching

- School of Medicine ranked third in *U.S. News & World Report’s* 2007 ranking in primary care.
- School of Dentistry students consistently rank in top 20 percent of National Dental Board Exams.
- School of Science & Engineering tied for 40th in *U.S. News & World Report* 2005 rankings for environmental/environmental-health engineering schools – only Pacific Northwest engineering school to rank in category.
- The College of Pharmacy has ranked 12th in the nation for first-time pass rates on the North American Pharmacist Licensure Examination for the past five years.
National Recognition – Discovery

- One third of OHSU School of Medicine departments are ranked in the top 10 for National Institutes of Health funding.
- More than half of these departments are ranked in the top 25.

OHSU Markets and Competitors
In every area of the organization, OHSU faces strong competitors.

<table>
<thead>
<tr>
<th>MARKET</th>
<th>COMPETITOR</th>
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<tbody>
<tr>
<td>Healing</td>
<td>• Hospital discharges&lt;br&gt;• Ambulatory visits and procedures&lt;br&gt; - Physician visits&lt;br&gt; - Diagnostic and treatment procedures</td>
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<tr>
<td>Teaching</td>
<td>• Faculty&lt;br&gt; • Students&lt;br&gt; - Four-year/professional degree&lt;br&gt; - Graduate&lt;br&gt; - Ph.D.</td>
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<td>Discovery</td>
<td>• Federal grant funds&lt;br&gt; • Top tier scientists&lt;br&gt; • State grant funds&lt;br&gt; • Other institutional funds&lt;br&gt; • Philanthropy</td>
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The Clinical Environment

Primary Service Area & Market Demographics

- OHSU Primary Service Area = four counties.
- OHSU draws more than 40 percent of its patients from outside the Primary Service Area.
- Primary Service Area has a younger population and uses fewer services than the rest of Oregon.

(CAGR = Compound Annual Growth Rate)

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<td>% OHSU Patient Origin ......</td>
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<td>510,028</td>
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Demographic Note:
Overall primary service area population is projected to grow at 1.4 percent compound annual growth rate, compared with 1 percent for the rest of Oregon.

Primary service area median household income is $57,000 compared with $40,000 for the rest of Oregon.
Market Demographics – Trends
Similar to the rest of the United States, Oregon’s population is aging, which will drive higher utilization of health services.

2006-2011 Oregon Population Growth Rates and Current Discharge Rate

<table>
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<th>Service Line</th>
<th>2006 Discharges</th>
<th>Compound Annual Growth Rate (2006-2011)</th>
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<tbody>
<tr>
<td></td>
<td>Primary Service Area</td>
<td>Other Oregon</td>
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<tr>
<td>Cardiac surgery</td>
<td>2,033</td>
<td>3,384</td>
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<tr>
<td>Cardiology</td>
<td>16,912</td>
<td>21,624</td>
</tr>
<tr>
<td>Oncology</td>
<td>3,671</td>
<td>4,139</td>
</tr>
<tr>
<td>Orthopedics</td>
<td>10,869</td>
<td>15,511</td>
</tr>
<tr>
<td>GI/Digestive</td>
<td>12,798</td>
<td>16,420</td>
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<td>Neurology</td>
<td>5,913</td>
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<td>Neurosurgery</td>
<td>1,934</td>
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<td>Spine</td>
<td>5,675</td>
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<tr>
<td>Other adult</td>
<td>57,013</td>
<td>68,027</td>
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<tr>
<td>Pediatrics</td>
<td>16,437</td>
<td>15,800</td>
</tr>
<tr>
<td>Women’s</td>
<td>34,292</td>
<td>34,140</td>
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</table>

Demographic note:
Overall PSA population will grow at 1.4% CAGR,* compared with 0.9% for the rest of Oregon.
PSA median HH income is ~$57,000 compared to ~$40,000 for the rest of Ore.
*CAGR = Compound Annual Growth Rate

Market Utilization – Current & Growth
Driven by aging, utilization of services such as cardiac, oncology and orthopedics will grow fastest.

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*PSA CAGR: Primary Service Area Compound Annual Growth Rate
**Other CAGR: Other Oregon Compound Annual Growth Rate

**Discharge Use-rate Per 1,000**
OHSU’s Clinical Competition

OHSU’s Primary Service Area is intensely competitive, with a very strong “system” presence.

Hospitals by system:

**OHSU**

- Providence
  - St. Vincent
  - Portland
  - Milwaukie

**Legacy**

- Emanuel
- Good Samaritan
- Meridian Park
- Mount Hood
- Salmon Creek

**Kaiser Sunnyside**

**Other Primary Service Area hospitals**

- Adventist
- Physicians’
- SW Washington
- Tuality
- Willamette Falls

Competitors continue to invest in capacity:

Providence St. Vincent opened 72 new beds in October 2006.
- Includes cardiac, neurosciences and med/surg
- $42 million
- 72,000 square feet

Providence Portland is constructing a 12-story building, scheduled to open in 2008.
- Expanded cancer center
- Surgical services suite
- 94 patient rooms

Providence Newberg Hospital opened in 2006.
- Licensed for 40 beds

Kaiser will build a new 138-bed hospital near Hillsboro.
- Serves 75,000 health plan members

Legacy Salmon Creek Hospital opened in 2005.
- 161 beds

Southwest Washington Hospital expansion to open in December 2006.
- 82 beds
- $146 million
OHSU is a market leader, or strong competitor in pediatrics, neurosurgery and oncology, both in the Primary Service Area and from outside.

*Markets share note:* OHSU’s overall Primary Service Area market share for all services is 9.5 percent; OHSU’s market share for the rest of Oregon is 4.5 percent.

OHSU has opportunities to capture a higher share of the more complex care, as would be expected of an academic health center.

**Demonstration of Value**

**Consumer-Driven Issues**

Definition of health care consumerism: a grassroots movement driven by the desires of individual customers.

- Manifestations include:
  - Growth of PPO vs. HMO products
  - Concierge and VIP care
  - Provider rating organizations (e.g., Leapfrog Group, HealthGrades)
  - Provider tiering by insurance companies
  - Direct-to-consumer advertisement of pharmaceuticals
  - Medical Savings Accounts, Flexible Spending Accounts
  - Oregon PricePoint System and Insurance Commission initiatives

- Drivers of consumerism:
  - Aging population
  - Increasing expense of health care
  - Cost-shifting by employers, policy-makers
  - Internet information explosion

- Implications for providers:
  - Need to differentiate and communicate products and services (cost, outcomes, service)
  - New marketing channels, messages
The Research Environment

National Institutes of Health Funding

In 2005, NIH awarded $11.6 billion in extramural funds to U.S. medical schools. Thirty percent of these awards were concentrated among 10 schools.

The following chart shows NIH awards (in millions) to U.S. medical schools in FY 2005:

- OHSU departmental NIH awards increased by $89.3 million from FY01-FY05, driven by new department awards and market share gain in existing departments.
- In FY 2007, OHSU slightly increased its percentage of NIH-sponsored research from $200 million to more than $201 million, in a time of NIH budget cuts. Total sponsored projects rose to nearly $307 million, with almost 66 percent funded by the NIH.
- Competition for NIH funding will increase as overall funding flattens (est. 0 percent growth in FY05-07) while grant applications escalate (est. 7 percent growth during FY05-07). However, the Clinical Translational Science Award and being an integrated academic health center position OHSU well.
National Institutes of Health Roadmap for Medical Research

In 2002, NIH consulted extensively with its stakeholders – scientists, health care providers and the public – to identify and prioritize the most pressing problems facing medical research today that can be uniquely addressed by the NIH as a whole. The NIH Roadmap for Medical Research was formulated after those initial consultations. Three broad themes emerged during the planning of the Roadmap:

1) New Pathways to Discovery, which invests in emerging and needed areas of research, such as biological pathways (including metabolism) and networks, structural biology, molecular libraries and imaging, nanotechnology, bioinformatics and computational biology.

2) Research Teams of the Future, which supports both individual creativity and collaborative team efforts by supporting interdisciplinary research, high-risk research and public-private partnerships.

3) Re-engineering the Clinical Research Enterprise, which strengthens clinical research by creating a systematic and transformative infrastructure that nurtures multi- and inter-disciplinary investigators and research teams, creates innovative research tools and information technologies, and catalyzes the application of new discoveries and techniques to clinical practice at the front lines of patient care.

Through these efforts, NIH will boost the resources and technologies needed for 21st century biomedical science.
Workforce Shortages

Physician, dentist and pharmacist shortages in Oregon:
- Oregon’s population is growing faster than its number of physicians, dentists and pharmacists.
- Rural areas less well-served than metropolitan areas.
- Future shortage predicted due to growth and aging of state population and of health care providers.
- Oregon graduates half of the national average of physicians/capita.
- Prescription drug use is expanding exponentially, fueled by an aging population, newer more effective medications and the addition of a prescription drug benefit to Medicare coverage. At the same time, it is estimated that 30 percent to 50 percent of the pharmacist workforce will retire in the next 10 years.

Nationwide nursing faculty shortage: 2004 AACN survey showed insufficient faculty cited at nearly half of nursing schools (47.8%) as the major reason for not accepting all qualified applicants. Faculty aging and retirement is a major factor contributing to the shortage. Oregon nursing workforce analysis in 2000 indicated that doubling all nursing educational capacity across the state would meet half of the need by 2010.

Shortages of scientists and bioengineers in Oregon: The number of science and engineering doctorate degrees conferred decreased by 12% in Oregon from 1997 to 2003, mirroring a larger trend nationwide. The aging of science and engineering doctorate holders in the workforce suggests an increase in retirements over the next 20 years that may outpace the number of new degrees.
OHSU Sources of Revenue

Nearly 90 percent of OHSU revenue currently comes from patient care and gifts, grants and contracts.

OHSU Consolidated Restricted and Unrestricted Operating Revenue Sources
Fiscal Year 2008 Budget ($000’s)

OHSU Financial Considerations

- The flow of funds through OHSU involves complex interdependencies across missions.
- Broad variation exists in the level and sources of funding captured by clinical departments.
- Health expenditure per capita growth has outpaced Medicare reimbursement per enrollee for the past 15 years.
- Annual growth in overall Medicaid spending has experienced an increasing rate of decline over the past 15 years.
- OHSU has the opportunity to grow research revenue through increased industry and private awards, and increased collaboration with external parties.
• Following a doubling of NIH funding from 1999 to 2003, funding is forecasted to hold constant in 2007 at $28.6 billion. Applying inflation-adjusted dollars, the flattening represents a decrease in purchasing power of 11 percent from 2003-2007.

• Industrial R&D support to U.S. universities and colleges in current dollars reached a high of $2.2 billion in 2001 and has declined every year since to $2.1 billion in 2004.

• While future increases in state funding cannot be ruled out, they will not likely represent as great a proportion of revenue as in the past. OHSU’s state funding is 3.1 percent in FY 08.

• Total resident costs for OHSU first-year medical students are among the highest of the nation’s public medical schools; non-resident costs are comparable to average private school costs of $40,000.

• A potentially strong relationship exists between research funding and clinical areas – roughly 40 percent of awards in FY 2006 involved clinical research, and when translational research awards are considered, this percentage becomes much greater.

Oregon Opportunity Funds

• $200 million public investment
  - $103 million for Marquam Hill Biomedical Research Building/renovations
  - $12 million for Bronson Creek Building/OGI School of Science & Engineering renovations
  - $10 million for statewide research network
  - $75 million for recruitment and research infrastructure

• More than $60 million per year in private donations over past 6 years through OHSU Foundation

• Ongoing operational costs to support investments
  - Facilities
  - Researchers
SWOT Analysis

OHSU Strengths

- Oregon’s only health sciences university and academic health center
- National recognition in specific clinical, educational and research rankings
- Academic reputation within hospital market
- Position as a statewide resource in providing health care and education
- Clinical enterprise’s historic ability to generate profit to support education and research missions
- Competitive market position
- Collegial, entrepreneurial and intellectually diverse faculty
- Portland “quality of life” creates attractive environment for recruiting faculty relative to many other high cost-of-living areas
- Strong translational science capability

OHSU Weaknesses

- Lack of integration among mission entities – missions are interdependent, but no established guiding principles to prioritize activity
- Funds-flow mechanisms not widely understood
- No mechanism exists for prioritizing investment among programs and departments
- Clinical enterprise’s financial capacity to support research and education is under pressure
- Significant deferred maintenance in facilities and information technology infrastructure
- Uncertain impact of potential health care reform
- Compared to peer institutions, support from the state is among the lowest on a per student basis
- Minimal endowment levels
- Inadequate gender and ethnic diversity among faculty, students and employees

OHSU Opportunities

- Transparency – promotion of value through demonstration of quality
- Innovation through development of new health delivery and educational models
- Strengthening of translational and interdisciplinary research
- Pursuit of complex cases better suited for an academic health center
- Service excellence development within the clinical enterprise
- Integrative, multidisciplinary care
- Community-level customer service

- Portfolio analysis to better optimize capital investment and resources
- Productivity improvements – unused capacity throughout organization
- “Window of opportunity” with leadership change
- Build upon the 2007 increase in state funding for health care workforce initiatives with an enhanced articulation of public mission
- Development of performance-based culture and outcomes assessment
- Expanding presence from Marquam Hill to South Waterfront campus

Threats to OHSU

- Increasing future competition
- Non-academic research competition, e.g., community hospitals
- Other Oregon institutions offering professional health education
- Intensifying hospital competition within the Primary Service Area and regionally
- Extremely competitive and consolidated clinical environment in the state and region (COM, moved from “OHSU weakness”)

- Dependence of governmental funding sources and potential future declines: NIH, support from the state, Medicare, Medicaid, etc.
- Competition for the best physicians/faculty
- Health care professional workforce shortages
- A lack of mutual support between clinical and research environments may hamper future integration efforts
- Lack of internal OHSU track record of implementing change
- Declining affordability of Portland in recruitment context
- Historic levels of capital inadequate to meet anticipated needs
- Loss of Medicaid payments for Graduate Medical Education, due to potential withdrawal of federal participation
- Substantial additional malpractice insurance expense due to possible loss of state tort cap
Five-year strategic goals, strategies and tactics

Goal 1: Be a great organization, diverse in people and ideas

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**STRATEGY 1.1**

Create a campus-wide culture that demands excellence in performance, driven and supported by transparency and mutual accountability.

**1.1 TACTICS**

1. Ensure that all units, departments and area leaders establish annual goals linked directly to OHSU’s goals and strategies, and develop metrics to measure progress toward achieving goals.

2. Develop and regularly publish campus-wide performance reports.

3. Establish a trans-professional and interdisciplinary leadership group (i.e., the OHSU Leadership Team) to further engage OHSU’s leaders in the strategic planning process, to enhance multidirectional communication and to facilitate implementation of Vision 2020.

4. Define service excellence and implement a service excellence program in all mission areas that establishes standards and addresses the needs of both internal and external customers.

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**STRATEGY 1.2**

Transform OHSU from an organization that values diversity to one that lives it.

**1.2 TACTICS**

1. Develop and communicate both an organization-specific definition of diversity and a compelling business case statement.

2. Identify opportunities for and barriers to inclusion and diversity.

3. Develop an OHSU-wide strategy for recruitment, retention, development and graduation of a diverse student body.

4. Develop a strategy for recruitment and retention of diverse faculty and develop metrics to track progress toward achieving goals. Double annual support to recruitment fund for recruiting underrepresented faculty.
5. Establish a Diversity Advisory Council to advise OHSU leadership.

6. Explore creative employee benefits and incentives (e.g., child care, telecommuting, online learning, flextime/schedules, job sharing).

STRATEGY 1.3

Recruit, develop and retain the best employees.

1.3 TACTICS

1. Improve employee recruitment strategies and processes that position OHSU as an employer of choice.

2. Recruit, engage and retain diverse employees qualified and positioned to drive OHSU strategies and goals.

3. Develop an efficient and effective employee recruitment process that yields excellent, diverse, highly qualified employees.

4. Develop and enhance career path, mentorship opportunities, employee training, including diversity training and leadership development programs.

5. Implement succession planning throughout the organization.

6. Implement comprehensive learning management system and career tracking tools.

7. Align total rewards program with OHSU strategies and goals.

8. Extend incentive compensation plan to equivalent management levels throughout OHSU.

9. Develop OHSU’s planning capability to anticipate workforce shortages, changing demographics and other factors that impact OHSU as an employer.

STRATEGY 1.4

Improve employees' physical and technological environments, and leverage technological resources.

1.4 TACTICS:

1. Improve physical and technological access to OHSU facilities and information systems for employees, students, patients, volunteers and visitors with disabilities and with limited English proficiency.

2. Develop and fund a plan to reduce the level of deferred maintenance of OHSU buildings and equipment.
3. Develop and fund maintenance and upgrades to match information technology capabilities with users’ needs.

4. Improve transportation access to and from OHSU facilities and encourage flexible alternatives for accomplishing work.

5. Develop OHSU accessibility standards.

6. Create and sustain a tobacco-free environment at OHSU.

7. Ensure a safe and healthy workplace.

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**STRATEGY 1.5**

*Enhance the efficient, sustainable use of energy and resources in OHSU facilities.*

**1.5 TACTICS:**

1. Integrate energy- and waste-savings lifecycle analysis into campus planning, facility development and purchasing decisions.

2. Develop performance metrics and tools for standardized financial analysis of energy and resource use.

3. Appoint an executive liaison to OHSU Green Team and develop and implement a Green Team communication plan.

4. Support environmental programs throughout OHSU and the community.

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**STRATEGY 1.6**

*Strengthen internal communications throughout OHSU.*

**1.6 TACTICS:**

1. Establish strong internal Web site for communications about strategic planning, financial reports and operating performance.

2. Establish and use OHSU Leadership Team to ensure effective and all-encompassing information flow.

3. Link centralized department of Internal Communications with unit-level communicators to break down information silos.

4. Develop and improve internal communication policies and protocols to improve processes and flow of information.
5. Identify and implement accessible Web-based tools and strengthen collaboration among Internal Communications, Web Strategies and Information Technology Group.

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**STRATEGY 1.7**

*Enhance and support institution-wide emergency preparedness plan and infrastructure.*

**1.7 TACTICS:**

1. Develop an overarching Emergency Management Plan that addresses OHSU-wide needs and links to and ensures compatibility among mission-level plans.

2. Link more strongly OHSU emergency preparedness plans with emergency plans of others in the community.

3. Hire emergency planning leader to coordinate and improve emergency preparedness for OHSU.

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**STRATEGY 1.8**

*Develop and implement long-term plans for key support areas linked to OHSU strategies and goals.*

**1.8 TACTICS:**

1. Develop and implement a long-term plan for campus facilities.

2. Develop and implement a long-term plan for each department or unit within central services.

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**STRATEGY 1.9**

*In addition to our role as a health and science knowledge leader, OHSU is a major employer and, as such, will participate in community improvement efforts that align with OHSU’s strategic direction.*

**1.9 TACTICS:**

1. Collaborate with others to develop a business and community climate that encourages and respects diversity.

2. Participate in programs for sustainable practices, including community-oriented urban and transportation design, “green” building strategies, natural resources and habitat protection, and recycling.
3. Participate in partnerships for workforce development in health care, biosciences, engineering and other science careers, and in construction and other trades as appropriate for a major employer and building owner.

4. Participate in local and regional economic development activities that contribute to economic growth and the well-being of Oregon citizens.
Goal 2: Develop and retain a faculty that will collaborate to drive excellence and innovation across OHSU.

**STRATEGY 2.1**

*Engage, develop and retain faculty aligned with OHSU strategies and goals.*

2.1 **TACTICS:**

1. Develop a strategically targeted, proactive retention plan.
2. Align faculty recruitment with the strategic plan priorities.
3. Orient and develop faculty to maximize their contribution to OHSU’s strategic direction.
4. Develop specific initiatives to break down perceived barriers between administration and faculty to facilitate and maximize faculty’s contribution to OHSU.

**STRATEGY 2.2**

*Change faculty leadership compensation packages to align incentives as a first step to alignment of all faculty compensation with OHSU strategies and goals.*

2.2 **TACTICS**

1. Achieve market competitiveness.
2. Link compensation to performance that advances OHSU’s strategic objectives.
3. Achieve internal equity.

**STRATEGY 2.3**

*Align the research, clinical and educational enterprises.*

2.3 **TACTICS**

1. Pursue research that has broad clinical and educational applications, is sustainable, or leverages the combined strengths of clinical and research excellence.
2. Seek opportunities for investments in the clinical enterprise to align with research and educational focus areas.

3. Develop an environment that integrates basic and clinical graduate education and aligns investment in education with key research and clinical cores.

4. Develop diverse teams of faculty leaders to promote horizontal integration and collaboration across the university.

5. Encourage and support inter-mission relationships that result in systems to capture research and clinical data that may lead to improvements in health care treatments and delivery.

6. Promote and provide more opportunities for interaction between basic research and clinical areas (e.g., dedicated collaboration space, protected time for collaborative discussions, cross-functional program development and technology solutions).

7. Engage industry as early partners in research, clinical and educational program development.

8. Deploy Oregon Clinical and Translational Research Institute (OCTRI) resources to optimize the interface among the research, clinical and academic enterprises.
Goal 3: Join others in developing policy and care delivery solutions that improve access to high-quality health care for all, especially Oregonians.

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**STRATEGY 3.1**

*Develop coordinated OHSU positions on important health policies.*

**3.1 TACTICS:**

1. Participate actively in policy development through the Oregon Health Fund Board.
2. Develop a health policy advocacy strategy to coordinate and align OHSU’s health policy positions.
3. Manage Oregon Tort Claims Act issues to retain Oregonians’ access to health care services.

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**STRATEGY 3.2**

*Collaborate with others to address public health needs.*

**3.2 TACTICS:**

1. Collaborate with health care providers, consumers, policy-makers and other appropriate organizations to develop approaches to better meet the needs of underserved, uninsured and diverse communities throughout the state.
2. Work with public health organizations, the Oregon Department of Health and Human Services, and state and federal policy-makers to develop education and outreach programs that address key public health issues.
3. Reinforce effective primary care objectives and models, including support of existing OHSU programs and community-based partnerships.
4. Apply telemedicine technology and experience to advance statewide quality care and to serve local providers effectively.
STRATEGY 3.3

Be a national leader in quality patient care, service and transparency.

3.3 TACTICS:

1. Continue to focus on improving the open reporting of quality parameters in the public domain to ensure OHSU remains a trusted source of information to the public.

2. Engage OHSU Board and faculty in university-wide annual commitment to quality patient care strategic objectives, investments and results review.

3. Develop sustainable, quality-care models that anticipate a changing economic climate and an expanding diverse population.

4. Advocate for appropriate health policy outcomes that support high-quality and evidenced-based care.

5. Use information technology such as EPIC to enhance provider and patient service.

STRATEGY 3.4

Broaden access to services for Oregonians by expanding capacity of clinical enterprise.

3.4 TACTICS:


2. Analyze need and capability for building or acquiring additional inpatient capacity, including a financing stream to cover increased costs.

3. Consider other clinical service growth opportunities and implement as appropriate.

4. Explore community partnerships with the potential to expand the impact of our clinical mission.
Goal 4: Help meet Oregon’s workforce needs in the health and science professions through innovative strategies such as regionalization, academic partnerships, distance learning and interdisciplinary approaches.

STRATEGY 4.1

*Develop Schnitzer Campus as an academic model of the future of interdisciplinary health care education.*

4.1 TACTICS:

1. Determine programs and functions to be located at Schnitzer Campus, including a model for culturally competent, interdisciplinary teaching, learning and discovery.

2. Develop and obtain approval of Master Plan that locates streets, greenway, light-rail and streetcar tracks, and building locations and design parameters.

3. Incorporate Schnitzer Campus plans and financial needs into institutional fundraising feasibility study.

4. Develop financial strategies for Schnitzer Campus development and operations linked to overall OHSU long-range Financial Plan.

STRATEGY 4.2

*Enhance education delivery model.*

4.2 TACTICS:

1. Assess teaching support services and technical infrastructure in both academic support areas and in the schools; identify consolidation and decentralization opportunities to achieve greater quality and efficiency.

2. Assess the feasibility of and establish interdisciplinary core curriculum for areas including ethics, global health, core basic sciences and public health, anatomy and physiology, professionalism, clinical decision making (evidence-based practice), biostatistics and informatics, emergency preparedness, complementary and alternative medicine, and nutrition, prevention and wellness.
3. Develop the plan for academic infrastructure needed to deliver interdisciplinary learning and to leverage facility capacity on all sites, including simulation, and online and distant delivery.

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**STRATEGY 4.3**

*Develop and deepen community partnerships to deliver the educational mission.*

**4.3 TACTICS:**

1. Pursue inter-institutional collaborations in graduate science programs.

2. Develop community arrangements for Graduate Medical Education programs.

3. Create new models of articulation for students (including specific pre-admission pipelines and allied health collaborations) in collaboration with undergraduate colleges, universities and community colleges.

4. Align and develop pipeline programs, including those which articulate directly with program admissions processes, to address workforce goals and to enhance student diversity.

5. Advocate for state and federal policies that encourage distribution of health care providers to best meet the state’s needs.

6. Develop and implement a plan to educate civic, business and other community groups about health care workforce issues and to engage them in efforts to develop solutions.
Goal 5: Align OHSU enterprises to support sustainable innovation.

STRATEGY 5.1

Pursue integration opportunities to increase quality and efficiency

5.1 TACTICS:

1. Develop a Basic Science plan that fosters excellence, scientific synergies, greater effectiveness and efficiency, and sustainability.

2. Develop strategies to coordinate, reorganize and invest in specific programs and related infrastructure to align and enhance the education, research and clinical missions (e.g., cancer, neurosciences, infectious disease).

3. Support and develop sustainable research cores via the Core Oversight Committee.

4. Integrate programmatic, administrative and business functions of Child Development & Rehabilitation Center (CDRC), Doernbecher Children’s Hospital and Department of Pediatrics as appropriate.

5. Integrate outreach mission activities to bolster identified strategic priorities.

6. As part of the OGI School of Science & Engineering business plan, assess potential integration of programmatic and support functions with other units.

STRATEGY 5.2

Streamline various functions or units to minimize support costs, create efficiencies and improve customer service.

5.2 TACTICS:

1. Consolidate departments, divisions and functions as appropriate within and across each school and across OHSU to reduce duplicated services and create greater efficiency and service.

2. Integrate OHSU Medical Group and OHSU School of Medicine.

3. Improve business plan for graduate programs.

4. Reorganize School of Medicine department- and division-level support infrastructure.

5. Implement integrated data warehousing, extraction and reporting tools.
6. Streamline Research Development & Administration and unit research support and invest appropriately to provide seamless service, guided by a comprehensive workflow analysis and the Research Development & Administration long-range plan.

7. Modify systems and processes to produce a unified patient billing system for hospital and physician services.

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**STRATEGY 5.3**

*Improve service and achieve efficiencies through greater consistency in and ease of access to policies and practices.*

**5.3 TACTICS:**

1. Develop a more standardized set of student policies across the university (e.g., tuition and fees, leave, discipline, academic calendar).

2. Standardize locally delivered information technology functions.


4. Standardize decentralized procurement functions.

5. Optimize integration and coordination of support functions for centers and institutes.

6. Implement robust project management system to support all university components.

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**STRATEGY 5.4**

*Identify infrastructure and culture change needed to improve performance through multidisciplinary and interdisciplinary collaboration.*

**5.4 TACTICS**

1. Define baseline department and program requirements to sustain operations; conduct a university-wide gap analysis to identify areas in need of basic infrastructure investment.

2. Develop student, faculty and staff placements/rotations throughout and across the institution to promote a broader understanding of other disciplines.

STRATEGY 5.5

Direct investment to strategic programs that advance Vision 2020, build OHSU strength, focus on opportunity areas, foster collaboration and address the most compelling needs.

5.5 TACTICS:

1. Develop and implement guidelines for unit- and institutional-level investments in new and existing programs.

2. Develop an investment policy that ensures growth of a portfolio of programs and services that advance interdisciplinary models; reinforce the unique role of OHSU in the region; encourage successful programmatic development in both large and smaller departments; and support the sustainability of the clinical enterprise.
Goal 6: Build financial wherewithal for the long-term advancement of all of our missions.

**STRATEGY 6.1**

*Develop sustainable five-year business plans for all organizations and business units.*

**6.1 TACTICS:**

1. Develop and implement process and format for five-year business plans for units and departments.
2. Implement a single budgeting system and process across all of OHSU and its affiliated organizations.
3. Update long-term business plans for ongoing significant programmatic investments.
5. Develop and implement sustainable business plans for all OCP-defined financially challenged School of Medicine departments.
6. Develop and implement sustainable business plan for the School of Nursing’s march wellness program.
7. Review programs and services for outsourcing.

**STRATEGY 6.2**

*Stabilize and grow public revenues.*

**6.2 TACTICS:**

1. Develop and implement strategy for enhanced state support.
2. Join in national advocacy effort against negative Medicaid payment changes (Graduate Medical Education and intergovernmental transfers) and in favor of improved treatment of West Coast providers in Medicare system.
3. Develop and implement federal strategies for targeted financial support.
4. Develop and implement systems to improve coordination and communication of OHSU financial issues at local, state and federal levels.
STRATEGY 6.3

Review Total Rewards programs and restructure certain elements to align with Vision 2020, five-year strategic plan and five-year financial plan. Elements to be reviewed include:

1. Review retirement and investment plans.
2. Review paid time-off plans.
3. Review pay-for-performance programs.
4. Review recruitment practices and hiring packages.
5. Review merit increase process.
6. Review benefits and compensation plans.

STRATEGY 6.4

Implement other compensation and benefits-related cost-saving opportunities

6.4 TACTICS:

1. Substantially improve third-party administrator terms.
2. Change benefit funding to pay-as-you-go.

STRATEGY 6.5

Increase strategic focus and productivity of all components of the research enterprise.

6.5 TACTICS:

1. Develop and implement a consensus-based definition of return on investment to drive appropriate investment in the research enterprise.
2. Develop and monitor research productivity metrics.
3. Identify new sources of revenue to support research infrastructure (e.g., partnership with other Oregon University System institutions).
4. Maximize the federal Facilities and Administrative (F & A) Cost Rate.
5. Develop and implement policies and internal controls to assure a minimum baseline indirect cost recovery rate for all research grants.
6. Require department-level financial accountability for internal support to investigators, including a standard model for supporting non-sponsored research projects and tracking their outcomes and return on investment.

7. Prioritize internal support for areas that reinforce Vision 2020 or provide reasonable return on investment.

STRATEGY 6.6

*Enhance technology commercialization and industry collaborations.*

**6.6 TACTICS:**

1. Focus appropriate departments (such as Technology and Research Collaborations, Clinical Trials Office and others) on maximizing revenue.

2. Incentivize intellectual property activities by including in guidelines for Promotion & Tenure or other compensation mechanisms.

3. Cultivate and facilitate faculty involvement in research, commercialization opportunities and entrepreneurship activities.

4. Hire a VP for Commercialization Strategies and develop a long-term plan for industry collaborations and commercialization of OHSU’s intellectual property.

STRATEGY 6.7

*Align scope of educational programs and academic support infrastructure to match available resources and meet institutional objectives.*

**6.7 TACTICS:**

1. Review and adjust overall size and scope of education programs in the context of OHSU’s strategic plan and existing resources supporting each program.

2. Benchmark and right-size academic infrastructure to support the educational mission.

3. Seek state, federal, private grants and other funding sources to support diversity pipeline, recruitment, retention and workforce development.
STRATEGY 6.8

Ensure effective economic performance of the clinical enterprise.

6.8 TACTICS:

1. Adjust operations and care models to serve the value proposition required by employers and payers in an evolving marketplace.

2. Optimize business models to maximize available revenue capture to the entire organization and ensure effective economic performance of the clinical enterprise.

3. Examine nontraditional sites of care that may offer lower cost and more convenient choices for patients.

4. Improve managed care contracts to fairly meet OHSU financial needs while respecting appropriate payer interests.

5. Develop and execute business plans for the program portfolio components, including growth areas and those requiring support to achieve more sustainable positions.

6. Maximize utilization of current capacity, such as through weekend surgeries and extended service hours.

7. Identify and stimulate growth in profitable outpatient service.

8. Develop value proposition for payers that builds on OHSU’s unique ability in the region to provide high-quality, cutting-edge procedures, treatments and therapies at a reasonable cost.

9. Enhance service and access to improve competitive position for referrals throughout the state.

10. Evaluate and implement additional business relationships and delivery models, including urgent care and others.

STRATEGY 6.9

Develop space management tools and processes that support strategic goals.

6.9 TACTICS:

1. Review and revise space management policies and procedures to maximize space use and to minimize costs associated with moves and remodeling.

2. Catalog existing space resources and needs, calibrated to strategic plan goals, to generate a gap analysis.
3. Reduce space costs for support services costs through construction of a cost-effective consolidated support services building funded by third-party resources.

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**STRATEGY 6.10**

*Enhance value of central services through cost control, service excellence and innovative service delivery.*

**6.10 TACTICS:**

1. Establish performance metrics.
2. Benchmark internally and externally to establish cost and service expectations leading to “top quartile” performance.
3. Maintain or reduce central services costs as a percentage of overall costs.
4. Educate departments and units regarding financial management, OCA, space costs and related concepts.

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**STRATEGY 6.11**

*Optimize distribution of administrative support along central/decentralized spectrum.*

1. Perform university-wide review of administrative services delivery effectiveness and efficiency.
2. Identify “best practices,” whether centralized or decentralized.
3. Implement best practices in areas where less effective or efficient practices are currently being followed.

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**STRATEGY 6.12**

*Align Foundation strategic plan with OHSU strategic plan.*

**6.12 TACTICS:**

1. Conduct campuswide philanthropic needs assessment.
2. Conduct philanthropic feasibility study for the university campaign.
3. Focus fundraising on institutional priorities and maximize philanthropic opportunities.
4. Maximize endowment for faculty, students and programs, including developing mechanisms to ensure that endowment support addresses operating needs.

5. Increase internal and external advocacy for the OHSU research agenda.

6. Increase presidential discretionary funds.

7. Increase scholarships in support of strategic goals.