



SCHOOL OF MEDICINE

Oregon Health & Science University

Office of the Dean End of Year Report FY 2013

INTRODUCTION

The OHSU School of Medicine celebrated the 125th anniversary of our founding this year. In October 1887, the first class of seven men attended classes in a converted grocery store in northwest Portland – a nucleus around which Oregon Health & Science University subsequently was formed.

In celebration, the school hosted and coordinated a lecture series to bring distinguished national thought leaders to OHSU throughout the year. The theme of the series – *Imagine the Future* – is relevant to many of our initiatives and collective accomplishments this year, which are highlighted in this report.

A key aspect of imagining our future coincides with the summer 2014 move of many of our programs to the Collaborative Life Sciences Building now under construction on the South Waterfront. This 500,000-square-foot, state-of-the-art building will house new interprofessional education space, laboratories, advanced imaging technology, simulation labs, student lounges and more.

Implicit in the very name of this building – collaborative – is the fundamental strategy underlying our imperative to change. Collaboration, partnership and mission integration will allow us to evolve in ways to best meet our missions of healing, discovery, education and outreach in the new and rapidly changing landscape of health and biomedicine.

This report is a broad overview of activities and data from Fiscal Year 2013 in the School of Medicine. This report does not cover department and institute accomplishments and

By the numbers

- 2,026:** faculty
- 1,425:** clinician members of the Faculty Practice Plan
- 550:** M.D. students
- 85:** percent entering M.D. class from Oregon
- 756:** graduate studies students
- 823:** residents and fellows
- #3:** rank of primary care education program by *USN&WR*
- #6:** rank of physician assistant program by *USN&WR*
- 36,988:** participants in CME
- 7:** basic science departments
- 20:** clinical departments
- 1/3:** proportion of Oregon physicians who received all or part of their training at OHSU
- 46:** percent M.D. grads who practice in Oregon
- 46:** percent M.D. grads who chose primary care in 2012
- 223:** total Ph.D. candidates
- 23:** graduate degree programs
- \$229 million:** sponsored project awards for research
- 2,455:** Number of papers published
- 1,100:** Number of research studies
- \$800 million:** total budget
- 4,323:** total number of employees

initiatives – which are numerous and distinguished – except for those in which the Office of the Dean played a sizeable advancement role. In an institution of our size, it can be challenging to see the sum of our parts. The purpose of this report is to provide a big-picture framework, as well as to capture our momentum year-over-year.

HIGHLIGHTS

LEADERSHIP

The senior associate dean ***mission-integrated senior leadership*** team led by Dean Mark Richardson completed its first year of collaborative leadership. Comprised of Mary Stenzel-Poore, Ph.D. (research), George Mejicano, M.D. (education), Tom Heckler, MBA (clinical practice) and Irene Barhyte, CPA, CTP (finance and administration), the team is focused on maximizing outcomes from mission integration.

At the Office of the Dean level, George Mejicano joined the medical school as senior associate dean for education, Tracy Bumsted, M.D., MPH, was appointed associate dean for undergraduate medical education, and Patrick Brunett, M.D., was named associate dean for graduate medical education. Sanjiv Kaul, M.D., was named associate dean for cardiovascular medicine.

At the institute leadership level, Sanjiv Kaul and Albert Starr, M.D., were named co-directors of the new OHSU Knight Cardiovascular Institute, founded with a philanthropic investment of \$125 million from Phil and Penny Knight. Kent Thornburg, Ph.D., was named director of the OHSU Bob and Charlee Moore Institute for Nutrition & Wellness.

At the department leadership level, Sancy Leachman, M.D., Ph.D., was appointed chair of the Department of Dermatology and Sharon Anderson, M.D., was appointed interim chair of the Department of Medicine. A national search was initiated for a permanent chair for the Department of Medicine.

Robert Hitzemann, Ph.D., received ***the 2013 Dean's Award***, in recognition of his leadership and service to the school.

The annual ***FPP-wide leadership election*** resulted in Seshadri Balaji, M.D., joining the Faculty Practice Plan Board and Management Committee; the FPP Board elected (for a two-year term) John Kaufman, M.D., and Dean Richardson appointed (for one-year terms) Sharon Anderson and Paul Flint, M.D., to the FPP Management Committee.

The School of Medicine ***promoted 74 faculty members***, and the dean honored them at the annual Dean's Promotion and Tenure Reception, along with their chairs and mentors.

KEY INITIATIVES

The medical school made significant progress on the ***M.D. Curriculum Transformation Initiative***, asking the key question: What will society need from physicians in 20 to 30 years? A \$1 million grant from the American Medical Association as part of its initiative ***Accelerating Change in Medical Education*** will support an expansion of this initiative. We are one of only 11 schools nationwide to receive this funding. We were also invited to join an ***AMA-led national collaborative to share best practices*** across all U.S. medical schools.

The faculty-driven ***Research Roadmap Initiative*** completed its second year of operations, with multiple outcomes related to, among others, new industry partnerships, a program in computational biology, new incentives and support for thematic collaboration and planning, and efforts to raise the profile of research internally and externally.

A Graduate Program steering committee was created and has initiated a ***strategic planning process for graduate studies*** to align programs with the external landscape, including addressing changing NIH expectations regarding the education of graduate students.

Leadership from the Faculty Practice Plan and Hospital continued their ***strategic focus on the alignment of the clinical enterprise*** across all clinical practice areas to position OHSU for continued success in a time of unprecedented change in the nation's health care system.

Initial ***business planning efforts for the OHSU Knight Cardiovascular Institute*** were completed which included a health care market analysis and initial plans for investments in recruitments, research programs and infrastructure.

The Office of the Dean reconvened the Conflict of Interest Task Force led by George Keepers, M.D., to evaluate the need to ***expand the Conflict of Interest policy*** to include a ban on faculty participation in industry-sponsored speaker's bureaus. The resulting policy ban was approved and subsequently adopted university-wide.

The medical school ***worked collaboratively with the OHSU Center for Diversity & Inclusion*** to support diversity initiatives across all missions. SoM committees included CDI representation to ensure that diversity and inclusion priorities are infused within planning and execution of programs led by Women in Academic Medicine, Academic & Student Affairs Council, School of Medicine Admissions and other committees representing diversity.

The Office of the Dean convened faculty groups to provide input on a ***new model for compensating teaching*** in the School of Medicine and to develop initiatives to help transition our research mission to a ***more diverse funding portfolio***.

We continued our ***strategic focus on student indebtedness*** through the creation of new scholarships; for the entering M.D. class of 2014, we offered major scholarships to one-sixth of the class, including diversity awards; in total, 248 students now benefit from scholarships, up

from 205 in FY 2012. In FY 2013, we offered \$1.7 million in scholarships compared with \$903,000 in FY 2012. We also provided ongoing individual financial and debt management resources and support to all students.

To **enhance our educational environment for future scientists**, teachers, and leaders in healthcare, academia and industry, we created a new policy describing academic adjustments to be made for course work, academic deadlines, and research expectations for all graduate students anticipating the birth or adoption of a child.

The School of Medicine's **action plan to the LCME was completed and fully accepted**. The plan addressed the areas of noncompliance identified in the January 2012 site visit of the Liaison Committee on Medical Education.

We continued to invest in on-campus **faculty mentoring and leadership development** programs (Paths to Leadership, Lead Mentor program, Education Scholars, Leadership Foundations), and expanded management training offerings for administrative managers. The Office of the Dean supported the first Women's Leadership Conference at OHSU to explore strategies for advancement of women into leadership positions.

Progress was made on the **Dean's office reorganization initiative**. This past year we focused on space utilization, a shared services model for the administrative team and process improvements.

HONORS

OHSU and the programs of the School of Medicine **attracted \$197 million in philanthropic investment and partnerships** across all our missions. Among other highlights, the Center for Health Systems Effectiveness was awarded \$2.5 million by Phil and Barbara Silver to evaluate Oregon's health care transformation, \$125 million from Phil and Penny Knight established the OHSU Knight Cardiovascular Institute, and a \$25 million investment by Norman and Linda Brenden and the Colson Family Foundation launched a clinical and translational science initiative against pancreatic disease.

One hundred and twelve OHSU physicians and nurse practitioners were featured in the **Top Doctors and Nurses 2013 Portland Monthly guide** – more than any other Portland hospital or health system for four consecutive years.

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

- Overall research #31
- Primary care #3
- Family Medicine #5

- Physician Assistant #6

The Blue Ridge Institute for Medical Research placed the **School of Medicine 19th in the nation for NIH funding** for the 2012 grant year, just behind the Mayo Clinic (18th) and ahead of Mount Sinai School of Medicine and Harvard University Medical School. The institute ranked OHSU within the top 10 in many research disciplines, such as microbiology (#2), ophthalmology (#2), otolaryngology (#2), neurosciences (#5) and emergency medicine (#6).

FINANCE

The School of Medicine **budget in total was about \$800 million** distributed across 27 departments and multiple institutes, including both the Knight Cancer Institute and Knight Cardiovascular Institute. This represents about 40 percent of OHSU's total \$2.1 billion budget.

Revenue to the school was comprised primarily of clinical income (Faculty Practice Plan billings), grants and contracts (about two-thirds of all research grants are awarded to School of Medicine faculty and programs), tuition, state support and other categories. **Together, these sources comprise about \$597 million each year.**

In FY 2013, unrestricted net income for the year was \$13.2 million against a budgeted gain of \$10.7 million for a positive budget variance of \$2.5 million. These numbers represent **a 2.3 percent (unrestricted) margin** for the School of Medicine, an important contribution to OHSU's overall margin.

The school **met our budget goals** this year; an exceptional outcome when considered against OHSU-wide downward trending revenues mid-year, which resulted in the all-OHSU hiring freeze.

At the OHSU level, after the mid-year course correction, **OHSU exceeded its budget by \$36 million.** Many of the schools and institutes, including the School of Medicine, also had financial results better than budgeted. This was due to the cumulative effect of several factors. In the second half of the year, case-mix adjusted admissions in the hospital were higher than projected; Central Services reduced its total expenses by \$9 million; the hiring freeze and other belt-tightening measures reduced expenditures further; and OHSU favorably restructured debt.

The School of Medicine partnered with the Center for Diversity & Inclusion **to implement the \$2 million President's Fund for Diversity**, which allocated \$1.2 million in diversity scholarships to students across all academic units. The fund also supports OHSU's renewed Faculty Recruitment and Retention Initiative.

ADDITIONAL DETAILS BY PROGRAM

Clinical: Faculty Practice Plan/University Medical Group

At the close of the fiscal year, the Faculty Practice Plan (FPP) was comprised of 1,425 clinician-members, making it the **largest organized clinical practice** in Oregon.

The FPP organized and participated in **multiple performance improvement efforts** within the framework of Practice Optimization – the infrastructure for performance improvement in ambulatory care and part of a larger effort called OPEX, or OHSU Performance Excellence (the application of the Lean management system to OHSU).

FPP leadership convened the OHSU Clinical Decisions Support Committee, chaired by FPP Chief Medical Officer Mike Bonazzola, M.D., and comprised of clinical faculty leaders; the committee issued **OHSU-wide endorsements regarding evidence-based screening recommendations**, including mammography and PSA screening.

FPP physicians **expanded their involvement in the OHSU Telemedicine Network**, making it possible for faculty specialists to care for patients almost anywhere in the state without leaving Portland; during the 2013 legislative session, OHSU worked to pass legislation supporting the creation of a standardized list of telemedicine credentialing requirements.

The FPP continued to participate successfully in the multi-year federal Meaningful Use (MU) incentive program, building on the approach and network established last year. Thus far, two-year **total incentive payments to the FPP are \$17.6 million**; estimates related to CY 2013 attestations will amount to another \$6 million.

FPP providers helped create **delivery models for Health Share of Oregon** – the Coordinated Care Organization in which OHSU is a partner. FPP members continue to contribute to the conversation about health care reform, statewide and nationally, through advocacy, demonstration projects, research and media interviews and guest commentaries.

FPP providers collaborated with OHSU Organizational Effectiveness and the Epic support team to advise on the **implementation of new features in the electronic health record** and to find solutions within the EHR to meet external regulatory requirements.

In a first **step toward creating a unified billing system** between the Hospital and FPP, the two entities established a combined customer service unit where patients call a single number for answers to billing questions.

The FPP supported the development of a **comprehensive new consumer-oriented website** for cosmetic and plastic surgery patients; the project required the departments of dermatology,

surgery, diagnostic radiology and ophthalmology to refocus their online presence, leaving behind the traditional definitions of academic websites.

The continued successful drive for efficiency by the University Medical Group (the billing arm of the FPP) resulted in **a rebate of \$1 million of billing and collection** fees back to clinical departments and record low times for “Days in Accounts Receivable.”

Research

We received **\$229 million in sponsored projects awards** in FY 2013; throughout the fiscal year, there were approximately 1,100 research studies completed or underway by School of Medicine investigators.

The Office of the Dean continued to support the faculty-driven Research Roadmap planning initiative, designed to create a **framework by which resource allocation decisions** are based on collective faculty expertise and are data driven. Accomplishments occurring through the Roadmap process included:

- **Strengthening several key research areas** – such as computational biology, autism research and imaging technology – and also establishing and expanding partnerships with Intel and FEI.
- **Supporting collaborative planning across the mission** by, among other efforts, recruiting a Research Associate to support data-driven assessments of research strengths, identifying thematic research clusters of faculty, supporting Collaboration Advancement Awards to support planning efforts for these research clusters. This initiative supports our goal to transition to a **more diverse research funding portfolio**.
- Launching multiple Research Portfolio Workshops to create **an inventory of research case statements** which, in turn, are forming the basis of proposals to philanthropic donors and industry partners; the first workshops included 16 thematic clusters within neuroscience. This initiative supports our goal to transition to a **more diverse research funding portfolio**.
- **Improving research infrastructure** as well as decreasing barriers to collaboration through multiple efforts including an IRB process improvement project, an analysis and review of IT as it affects research productivity, and a faculty-driven analysis of barriers to technology transfer and business development.
- **Enhancing research visibility** internally and externally, with key initiatives including strategic coordination of national visits of directors and VIPs, establishment of the Research Communications Leadership Council to align research communications across OHSU, and support for expanding Research Week and an annual VIP Research Roadmap speaker.

The Collaborative Recruitment Pool program continued to make progress on its primary goal: **integrate research in basic science and clinical science departments** through shared faculty recruitments; a fourth round of funding for a joint recruitment by the Department of Physiology & Pharmacology and the Knight Cardiovascular Institute was approved in the spring. The third joint recruitment is underway.

Education/Graduate Studies (756 students)

We conferred 36 doctor of philosophy degrees, 160 master's degrees, 12 combined degrees, 28 associate's degrees, 44 bachelor's degrees and 132 graduate certificates.

We **developed new curricula** to match the projected workforce needs of emerging research disciplines, including quantitative bioscience courses and a new Ph.D. program in epidemiology.

As part of our **expanded support for Research Week**, we introduced the Three Minute Thesis Competition to OHSU, allowing graduate studies students the opportunity to gain experience sharing their research results with the general public. In FY 2014, OHSU will participate in a **statewide expansion** of this initiative.

Through **collaboration with the OHSU Center for Diversity & Inclusion**, we provided academic advising for underrepresented and disadvantaged students. Our student community continued to grow increasingly diverse.

Our coordinator for the Graduate Program in Molecular and Cellular Biosciences, **Crystal Paredes, received the 2013 OHSU President's Award**, the highest employee honor at OHSU. Crystal was recognized for creating a central system to support, share and track student files and interview summaries with the admissions committees.

Education/M.D. program (550 students)

We conferred **130 doctor of medicine degrees**, of which 12 were combined degrees (four M.D./MPH degrees and eight M.D./Ph.D.)

One hundred and thirteen of our graduating students participated in the National Resident Matching Program with a 98 percent success rate; 47 percent **entered primary care specialties**.

The 2013 **entering M.D. class size was 132**, of which 112 students (**85 percent**) **are Oregonian** or of Oregon heritage – the highest percentage in recent history; 10 percent of the entering class is a member of an under-represented minority group by definition, a significant increase. About 30 percent of the entering class had previously applied, in part due to our program of feedback sessions to applicants who were unsuccessful in a prior admissions cycle.

The School of Medicine admissions office received and **processed 5,225 applications – a record year** – for the 2013 cycle, of which 573 (11 percent) were Oregonians; on-campus interviews of 506 prospective students by faculty and staff were conducted of which 314 (62 percent) were Oregonians.

We completed the **second interview season using the Multiple Mini Interview (MMI)** process and are receiving inquiries from other medical schools seeking information on the success of this innovative approach to applicant evaluation; 121 faculty, alumni, community physicians, fourth-year medical students, administrators and health care providers participated as MMI raters.

We **enhanced our communications to accepted students**, with new tools and a contemporary website to effectively engage prospective students in the OHSU and Oregon community.

We **hosted multiple college visits to the OHSU campus** for premedical groups; we collaborated with AHEC, many colleges/universities, and supported on-campus interns under multiple umbrellas, including the Center for Diversity and Inclusion’s Summer Equity Research Program and the Ted R. Lilley Cancer Continuing Umbrella of Research Education (CURE) Project, to encourage interest in health careers. We also paired M.D. students with 64 minority college students to offer advice in exploring and preparing for a career in medicine.

We maintained a rank of 15th in the nation for **in-state retention of our graduates** (AAMC data). About one-third of all Oregon physicians completed all or part of their training at OHSU.

We expanded **support for diverse M.D. student interest groups** by collaborating with CDI to provide resources for groups such as the Asian Pacific American Medical Student Association, the Latino Medical Student Association, the Student National Medical Association, Students for LGBT Health and the Students of Islam and Medicine Society.

We continued and **expanded our outreach to alumni** to connect them with the OHSU community, including the popular HOST – Help Our Students Travel – program which connects students visiting residency programs with regional alumni.

Education/Physician Assistant program (75 students)

We conferred **36 master’s degrees in physician assistant studies**, bringing the total number of graduates from our program to 458.

A survey of **our workforce impact** showed that of (responding) graduates, 54 percent indicated they practice in Oregon and 37 percent practice in primary care specialties; additionally, 23 percent of graduates report working with the medically underserved more than half the time and 14 percent practice in rural communities.

The admissions office received and **processed 1,044 applications for the 2013 cycle**, and interviewed 136 candidates. From this, we selected an incoming class of 40 new students.

We continued to play **a leadership role at the state and national level**, advocating to expand the role of the physician assistant.

Education/Graduate Medical Education (800 residents and fellows)

Two hundred and seventy four residents and fellows graduated from the medical school's graduate medical training programs; we also hired and oriented about the same number of new residents and fellows in the newly vacated spots from our graduates. We received and processed 12,379 applications for the open spots.

We **maintained a rank of 10th in the nation for in-state retention** of new physicians, with 53 percent of OHSU trainees choosing to practice in Oregon (AAMC data). About one-third of all Oregon physicians completed all or part of their training at OHSU.

Nine of our 79 training programs underwent a **successful Accreditation Council for Graduate Medical Education (ACGME)** review. We convened a work group to address upcoming ACGME changes to accreditation (known as the Next Accreditation System or NAS) among seven specialties in phase one of implementation, starting July 2013. We also participated in our first Clinical Learning Environment Review (CLER) site visit, **volunteering to be a beta-testing site for this new accreditation** model that will be launched nationally this year.

We **developed an educational series** about NAS-associated ACGME Milestones project and Clinical Competency Committees (CCCs) and facilitated an educational session titled "The Three R's: Recruitment, Retention and Remediation" for the OHSU GME community. We participated in the institution-wide Professionalism Week with a three-hour workshop on the challenges of modeling, supporting and teaching professionalism within interprofessional teams and across hierarchies.

We aligned with hospital initiatives regarding scrubs usage with **an innovative GME uniform scrubs policy**, which resulted in new monogrammed uniform scrubs for our residents/fellows.

We coordinated and **supported the House Officers Association** initiatives related to hospital-wide patient safety efforts.

We expanded our statewide participation in the Oregon Council on Graduate Medical Education under leadership of OCOGME president Dr. Brunett and our national leadership continues to expand. Several **program directors received national teaching awards** or were appointed to leadership roles within their specialties, and we celebrated the graduation of 19 program coordinators from the Bronze Level of the Program Coordinators Professional Development course.

Education/Continuing Medical Education (36,988 participants)

We conducted **1,700 hours of instruction to 36,988 physicians** and other providers this past year, more than any previous year. The number of accredited Regular Scheduled Series (RSS), formerly known as Grand Rounds, grew from 27 to 31; and we are preparing for up to four additional requests for accreditation in FY 2014.

We collaborated with OHSU Provider Relations to **expand our “CME on-the-road” offerings**. This model – which brings faculty educators to Oregon communities – is now in place for the Department of Orthopaedics & Rehabilitation, the OHSU Knight Cancer Institute and neurology/neurosciences. The OHSU Knight Cardiovascular Institute will take its show on the road in FY 2014.

We expanded our programs to allow OHSU providers to **receive CME credits for internal performance improvement initiatives**, including participation in the OHSU Performance Excellence, or OPEX, activities.

Communications

We developed and executed a plan for celebrating our **125th anniversary with a lecture series titled “Imagine the Future.”** We invited VIPs across a range of disciplines to share their perspectives on the future of academic medicine. During these visits to campus, we provided a coordinated approach – and model for future visits – to ensuring each VIP left with a complete understanding of the breadth of OHSU excellence.

We **launched a new intranet site (O2)** that brings together information, resources and news including social media, in a one-stop portal site for the School of Medicine. We continued to enhance our social media presence, building Twitter, Facebook and LinkedIn audiences. The *StudentSpeak* blog is the highest read blog at OHSU.

Improving research communications was a focus this year, as directed by the Research Roadmap, which included the establishment of the Research Communications Leadership Council to collaborate and align research communications across OHSU units; attendance at our signature research lecture series – the Marquam Hill Lecture Series – grew and we are expanding its reach by experimenting with an off-campus venue this year.

We developed and executed on an **alumni communications plan**, including a detailed survey of communications interests and preferences of about 15,000 alumni; we published two editions of *Bridges*, the alumni print magazine, and 10 editions of SoM News/Alumni Edition.

We established an **editorial partnership with the Oregon Medical Association** to provide articles for its quarterly magazine.

We provided communications ***planning and support for multiple initiatives***, including the State of the School, M.D. Curriculum Transformation, student Town Halls, the Research Roadmap, the OHSU Moore Institute, *Portland Monthly* Top Docs and Nurses, National Doctors Day, health care reform and more.

We focused on ***identifying and telling stories that illustrate strategic initiatives and excellence*** in the monthly SoM Dean's News; this publication now reaches about 9,000 email addresses, including many alumni. We reached ***new levels of readership*** of the internal faculty-only communications of *SoM Research Voice*, *FPP/Clinician Commons* and *EdNews*, with thousands of hits each month on each publication.

The communications team ***represented the School of Medicine*** on the OHSU Legislative Advisory Committee; worked in collaboration with OHSU Strategic Communications, the Provost's Office and subunits, Government Relations, Healthcare Communications and Marketing and the OHSU Foundation on all initiatives involving/affecting the School of Medicine.