



OHSU SCHOOL OF MEDICINE

FEBRUARY 2017

Shared Progress, Future Plans



7 basic science departments

21 clinical departments

26 centers and institutes

1 division



School of
MEDICINE

2,484
FACULTY

1,734
clinician members of the
OHSU Practice Plan

4,941
total number of
employees

\$248 million
RESEARCH AWARDS (FY2015)

\$909 million
TOTAL BUDGET

570
medical
students

153
entering
medical
students

128 = 84% FROM OREGON OR OF OREGON HERITAGE
19 = 12% UNDER-REPRESENTED MINORITY, HIGHEST EVER
37 = 24% FROM RURAL ENVIRONMENT
49 = 32% DISADVANTAGED OR FACED ADVERSITY

85
graduate
medical education
programs

842
residents
and fellows

Continuing Professional Development

8,541 Physicians and other health professionals
receiving instruction (unduplicated)
170 certified individual activities

229 PH.D. STUDENTS

85

Physician assistant
students

32

Graduate degree
programs

17,564 ALUMNI

45%

M.D. grads who practice
in Oregon (AAMC)

44%

M.D. grads who chose
primary care in 2016

ON THE COVER: Irene Barhyte, senior associate dean for finance; Nathalie Lunden, M.D., assistant professor of anesthesiology and perioperative medicine and resident rotation chief for regional anesthesia and acute pain; Esi Dickson, M.D. Class of 2019; Brian O'Roak, Ph.D., assistant professor of molecular and medical genetics, and Brian Secrest, executive specialist and lead receptionist in the Dean's Office, a.k.a. the "face" of the School of Medicine.

Rising to the challenge as science and medicine evolve

Growth, investment, transformation, integration, collaboration, equity and inclusion are just a few words that describe our areas of focus in the OHSU School of Medicine today.

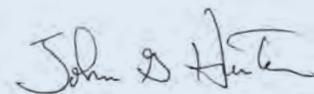
This report charts our progress to reflect on important accomplishments and inform future work during this time of leadership transition. It describes key initiatives that are advancing the impact and effectiveness of the school including:

- » Our new medical school curriculum, now in its third year, and the transformation of our Ph.D. curriculum to offer more flexible and customized paths of study that better reflect student interests, prior experience and learning styles and prepare them to compete in today's biomedical research and health care markets.
- » Major investments in research, from world-class recruitments to new technology and facilities to build an integrated enterprise of scientists with the expertise, tools and freedom to collaborate in service of basic, translational and clinical science.
- » Health care delivery system reform, including restructuring and renaming the Faculty Practice Plan to most effectively integrate our care processes with those of our partner institutions across Oregon, and support physicians and their ability to serve patients with value-based care.
- » Promoting faculty engagement in governance and in programs designed to improve faculty success and satisfaction.
- » Expanding our collaborations and innovative care methods in rural, community and urban health care settings across missions to contribute to the health of all Oregonians.
- » An expanding dialogue about equity, inclusion and the impacts of racial disparities in science, health and health care provision at a pivotal moment in our country's history, as well as a focus on recruiting and retaining diverse students and faculty.
- » A proposal for revised faculty appointment, promotion and tenure processes to provide pathways to promotion that recognize equivalence in value of teaching, healing and discovery and allow promotion by demonstration of excellence in one or more of our three missions, as well as offering non-doctoral faculty opportunities for achievement of professorial ranks.

The OHSU School of Medicine is meeting the demands of an increasingly dynamic and competitive health care and biomedical research environment with strategic investment and outside-the-box thinking to improve and, where needed, reform how we educate students, advance research and provide care for patients.

This report cannot encompass all the outstanding work that goes on in our school each day. But the progress that is captured here is a credit to the diligence and commitment of our faculty, staff and students.

This report is their story.



John Hunter, M.D., F.A.C.S.
Interim Dean, OHSU School of Medicine



Structuring for continued success

The OHSU Faculty Practice Plan continues to be the largest organized clinical practice in Oregon, at more than 1,700 clinician members. Size alone does not equal success, however. The practice plan is taking a holistic look at its readiness for tomorrow – preparing to adapt to value-based care, competitive forces and changing economics in the nation’s health care system.

Plan leaders and clinical faculty members are integrally involved in OHSU's expanding clinical enterprise, including the strategic partnership with Salem Health, Tuality Healthcare and other clinical affiliates under the management company of OHSU Partners.

To reflect this growing collaboration, the practice plan board in January 2017 voted to change its name from the Faculty Practice Plan to the OHSU Practice Plan to reflect the addition of clinical associates, providers who work in the community with the primary focus of patient care.

Additional examples of this work include:

- » Clinical support to partner organizations in such areas as maternal and fetal medicine, neurosurgery, orthopaedics and primary care
- » Service-level planning in neurology, orthopaedics, family medicine, internal medicine, dermatology and otolaryngology services at Tuality Healthcare and/or in Beaverton
- » Creating an employment model and expectations for non-faculty providers
- » Identifying guiding principles for integration of provider services

The professional satisfaction and wellness of OHSU Practice Plan providers is paramount in this time of rapid change and growth. Goals reflect the notion of the triple aim “plus one,” also called the quadruple aim, recognizing that better clinical outcomes, patient experience and cost control is dependent on a satisfied, healthy provider workforce.



“In this time of growth and change, it’s useful to remember our past success in federal programs like Meaningful Use, and our investment in infrastructure like Epic. Those initiatives set us up for sustained health care reform. Now it is vital for the OHSU Practice Plan, OHSU Healthcare and OHSU Partners to align and collaborate to deliver care in new and innovative ways so that we can support all of our missions and achieve continued success.”

– ANTHONY MASCIOTRA, M.B.A.
Senior Associate Dean for Clinical Practice
and CEO, OHSU Practice Plan

NEW HIPS, NEW LIFE

As federal payers transition to value-based payment, OHSU is ready.

OHSU began accepting bundled payments in April 2016 under the Centers for Medicare and Medicaid Services' Comprehensive Care for Joint Replacement (CJR) model, a real-world exercise in care coordination and understanding how services contribute to the total cost and value of patient care. OHSU receives a target price for the entirety of a patient's episode of care – from admission to surgery to 90 days post-operative.

For **KATHRYN SCHABEL, M.D.**, assistant professor of orthopaedics and rehabilitation, it means providing hip, knee and other joint-replacement surgeries as part of an effective and efficient continuum of care that includes physical therapy and other modalities. "A team approach makes sense in these instances and allows each of us to bring our expertise in a coordinated manner that serves the patient," Dr. Schabel said. "As a physician, that's the best case scenario."

A strong platform

Recent trends provide a strong platform for the years ahead. The practice plan and OHSU Hospital saw its highest-ever surgical volumes and record-high case mix indices in 2016 – the latter an indication that OHSU's coding and documentation integrity work is achieving its goal to more accurately reflect the complex illnesses of many OHSU patients.

- » The practice plan's financial performance in fiscal year 2016 was solid overall with approximately \$325 million in net patient revenue to OPP departments and a net income of \$1.5 million.
- » Collections and Work Relative Value Units (WRVUs) both grew more than 8 percent compared to FY15 and were above budget.
- » Total net patient revenue exceeded budget by \$16.7 million due to strong billing activity through University Medical Group and OHSU Hospital as well as outside contract revenue.
- » UMG provided a rebate totaling \$1 million in FY16 along with permanent reductions in billing fee rates – made possible by operational efficiencies and strong revenue cycle performance that UMG and the clinical departments achieve together.
- » The practice plan continued to invest in programs to increase provider satisfaction including Dragon (voice dictation software), OPEX and the Maintenance of Certificate Program. Pilot projects in eConsult and scribes were also funded.



Team nimble

The years ahead will bring a nimbler, more integrated practice that will help position the OHSU clinical enterprise for future opportunities while continuing to fulfill OHSU's statewide mission to improve the health of Oregonians.

One of the areas in which the practice plan is responding is in value-based care. The federal government's payment models, including the Medicare Access and CHIP Reauthorization Act (MACRA), are emphasizing a shift from volume to value. The practice plan is participating in population health programs with Propel Health, a statewide collaborative that uses advanced technology and the engagement of participating providers to improve patient health.

An example: Internal Medicine and Family Medicine providers and staff are offering care advising for OHSU employees and their

dependents enrolled in OHSU's employee health plans. These services build upon OHSU's expertise in care advising and invite eligible patients – who typically have one or more chronic conditions, such as diabetes or high cholesterol – to take advantage of personalized, one-on-one support to manage their health (at no cost to them).

Simultaneous to clinical integration and growth is a need to ensure patients have access to OHSU services. Working together, the practice plan and clinical departments will develop innovative solutions to ensure more predictable, timely access for patients and a more efficient environment for providers and clinic staff.

PRESCRIPTION FOR AN EPIDEMIC

As Oregon's academic health center, OHSU is taking on the national opioid epidemic across missions, including through health care innovation.

OHSU Family Medicine at Richmond, one of many examples, received a federal grant for substance abuse prevention. Their team-based, Medication-Assisted Treatment (MAT) Program uses a framework that addresses physical, mental and social aspects of patients' health and disorders. Ultimately, the mission is to expand access to MAT in the primary care setting for the treatment of opioid dependence.

NICHOLAS GIDEONSE, M.D., assistant professor of family medicine, is a member of the team along with family medicine peers Joan Fleishman, M.D., Psy.D., and Amanda Risser, M.D., M.P.H.



Next-generation discovery

In the last 10 years, research at OHSU has undergone a tremendous expansion, driven by more than \$1.75 billion in philanthropic giving and a \$150 million institutional investment. Today, new technologies, programs, faculty recruitments and strategic partnerships are fueling innovative work in the OHSU School of Medicine.



Recent OHSU Investments

- » The **Center for Spatial Systems Biomedicine** explores the structural and mechanical properties of cells and tissues.
- » The **Center for Radiochemistry Research** provides powerful imaging tools and expertise – including new labs and a cyclotron for isotope generation – to enhance imaging capabilities for preclinical and clinical research.
- » The **Brenden-Colson Center for Pancreatic Care**, the **Moore Institute for Nutrition and Wellness**, the **Knight Cancer Institute** and the **Knight Cardiovascular Institute** bring multidisciplinary approaches to research and/or health and treatment of disease in these areas.

Strategic collaborations with organizations such as FEI, Pacific Northwest National Laboratory and Intel have expanded OHSU research capabilities, leading to groundbreaking projects such as the OHSU-Intel Collaborative Cancer Cloud.

“Together, we are working to create a rich, integrated ecosystem for discovery that is built on collaboration and the unique capabilities found in every department, center and institute across OHSU.”

– MARY STENZEL-POORE, PH.D.
Senior Associate Dean for Research

Faculty expertise

OHSU has hired approximately 100 new research faculty members in the last five years. Of those, 51 were collaborative hires between departments – bringing new, cross-disciplinary scientific expertise that sets the stage for innovation.

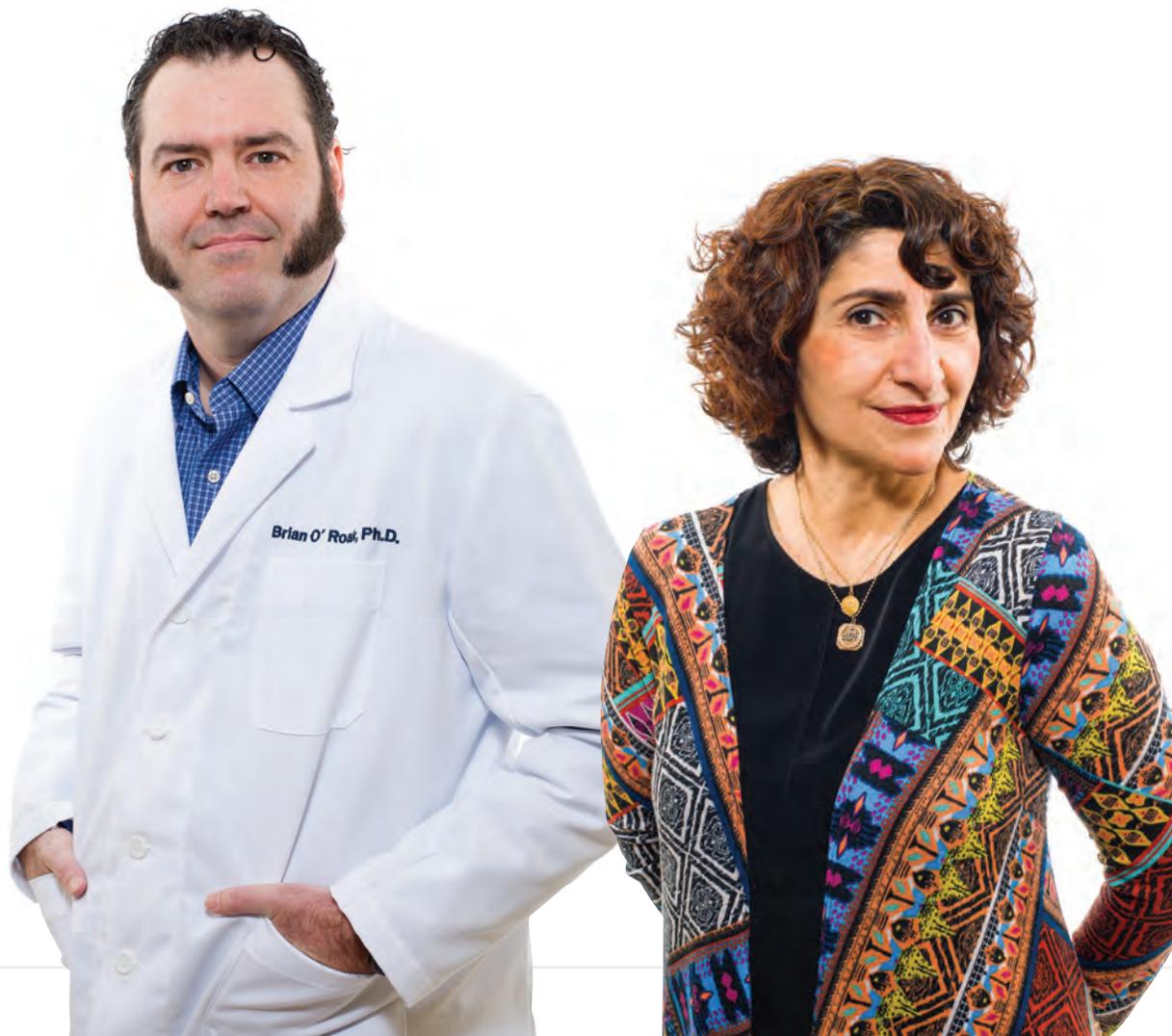
In addition, major recruitments have brought in new research leadership:

- » **SADIK ESENER, PH.D.**, director, Center for Early Detection Research, Knight Cancer Institute
- » **MARC FREEMAN, PH.D.**, director, Vollum Institute (an institute outside the School of Medicine)

» **BITA MOGHADDAM, PH.D.**, professor and chair of behavioral neuroscience

» **CARSTEN SCHULTZ, PH.D.**, professor and chair of physiology and pharmacology

Drs. Schultz and Esener bring critical expertise to advance OHSU imaging capabilities through chemical probes and novel methodologies to aid in the early detection of cancer. Drs. Freeman and Moghaddam expand OHSU's research strength in neuroscience with special emphasis on the areas of neurodevelopment and neurodegeneration.



ACROSS THE SPECTRUM

Integrated future

With these pieces, OHSU School of Medicine is primed for strategic growth in research. School leaders are building research visions aligned with the university's strengths and emergent technical capabilities. It's a collective effort designed to enhance faculty success broadly and accelerate innovation across many disciplines. Faculty members shape the future of science in the school, providing pioneering ideas for technologies and scientific advancement that promise to take OHSU's research to new heights.

“Everything I've heard and seen today says that OHSU is a great place. You're big enough to do outstanding multidisciplinary work but not too big to run into too much bureaucracy. You're in that sweet spot.”

– National Institutes of Health Director
FRANCIS COLLINS, M.D., PH.D.,
during his October 24, 2016 visit to OHSU, for
which the School of Medicine was a co-planner

Whether it's elucidating cellular mechanisms or parsing population data, our research enterprise is comprehensive – covering the basic, translational and clinical sciences. Above all, the school is dedicated to rapidly translating those discoveries into better health.

For example, physician-scientist **SANCY LEACHMAN, M.D., PH.D.**, professor and chair of dermatology, and her team are waging an all-out war on melanoma, blending traditional bench science with innovative research approaches such as the Mole Mapper cell phone app in order to impact health outcomes.

And investigations by **JENNIFER DEVOE, M.D. R '04, M.C.R. '10, D.PHIL.**, professor and chair of family medicine, and her research team examine the health of communities and vulnerable populations in order to improve individual care.



BUILDING TEAM NEURO

OHSU School of Medicine recruited **BITA MOGHADDAM, PH.D.**, in 2016 to chair the Department of Behavioral Neuroscience as part of an intentional effort to expand research in neurodevelopment through recruitments, new technology and partnerships.

The work of **BRIAN O'ROAK, PH.D.**, assistant professor of molecular and medical genetics, is one example of a strategic recruit in the neurosciences. He and fellow scientists pioneered a genome-sequencing model that identified new risk genes for autism to inform targeted treatments and interventions. “Since arriving at OHSU four years ago,” Dr. O’Roak said, “I have yet to meet a physician here who wasn’t open to collaborating.”

Extending the classroom across Oregon

There are 147 accredited allopathic medical schools in the United States. Many states have several. In Oregon, there is only one. That's why, in communities across the state, OHSU is described as "our medical school." It's an honor and a responsibility.

The OHSU School of Medicine serves the state through an innovative medical education program that prioritizes students who are from diverse or rural backgrounds, pursuing dual degrees and/or who have Oregon roots.

The school is also redesigning its graduate degrees to keep future scientists and entrepreneurs on the cutting edge.

As the clinical enterprise evolves, the school plans to expand its residency and fellowship programs across the state, seeding the next generation of primary care and specialty physicians statewide.

OHSU also meets the needs of the current health care workforce through a wide array of continuing professional development opportunities for physicians and other health care practitioners statewide.

The School of Medicine education enterprise is made up of five areas:

Undergraduate medical education

In fall 2016, OHSU entered the third year of *YOUR M.D.*, designed to better prepare medical students to thrive in a rapidly changing health care environment.

The new curriculum is competency-based, focused on what students can do, not how long they've been in school.

In a few years, students will be able to appropriately accelerate through the M.D. program and graduate in less than four years, supporting the physician workforce and contributing to OHSU's efforts to decrease student debt.

The new curriculum favors active learning such as simulation. Students now enjoy a wider variety of clinical experiences because they start their rotations mid-way through their second year rather than waiting until their third year. Students demonstrate their readiness in a new, rigorous two-week Transition to Clinical Experiences course.



"We're breaking the mold to offer students the most relevant preparation for a dynamic health care and research environment. And as we explore the growth of our outstanding residency and fellowship programs, the entire state will increasingly become our classroom – a concept that our faculty know through clinical outreach and continuing professional development offerings. I'm proud of our students, residents, fellows, faculty and staff and the many rich partnerships across Oregon."

– GEORGE MEJICANO, M.D.
Senior Associate Dean for Education

The school has also maintained its commitment to less populated and underserved regions, developing a wide variety of new rural experiences to supplement the traditional Rural and Community Health Clerkship.

Already the new curriculum is showing signs of success.

Third-year students, the first to use *YOUR M.D.*, are demonstrating the same or higher levels of medical knowledge even though they entered their core clinical rotations five months earlier:

» **United States Medical Licensing Examination Step 1 results:**

Average score was 226, just below the eight-year high of 230.

» **Medical Knowledge Shelf Examination:**

Only one failure out of 291 exams administered through December 2016.

The school's educational leaders now consult with and welcome visiting

leaders from schools around the country pursuing curriculum reform.

Graduate medical education

Graduate Medical Education training (residency and fellowship) programs are offered in virtually all fields of medicine under the direction and supervision of OHSU faculty.

House staff participate in the care of patients in the OHSU and the Veterans Affairs Portland Health Care System and gain additional experience in community hospitals and clinics across the state that are affiliated with the OHSU School of Medicine.

The Office of Graduate Medical Education is focused on:

» **Wellness:** serving practicing faculty and residents throughout the state, the Resident and Faculty Wellness Program has become a national model and now provides services for Legacy Health System in

addition to OHSU and the VA Portland Health Care System.

- » **Enhancing the clinical learning environment:** joining programs across the country in a community of practice convened by the Accreditation Council for Graduate Medical Education (ACGME) as part of the national Pursuing Excellence initiative.
- » **Quality improvement:** creating residency-specific curricula to develop critical quality improvement and patient safety skills, essential to modern practice.
- » **Acceleration:** exploring how to successfully move students more quickly from undergraduate medical education into residencies and fellowships by focusing on competency versus seat time.
- » **Expanding rural experiences:** seeking more opportunities to care for rural patients.

MULTIPLE PERSPECTIVES

The new undergraduate medical school curriculum encourages students to customize their education and prioritizes real-world learning. **NICK WEST** joined second-year classmates Emily Thompson and Abbie Huddleston to create the Rural Medicine Discovery Program, short rural immersion experiences between course blocks. Said West, a Scholars for a Healthy Oregon Initiative (SHOI) recipient who was raised on a cattle ranch, "We need physicians who are riding for the brand."

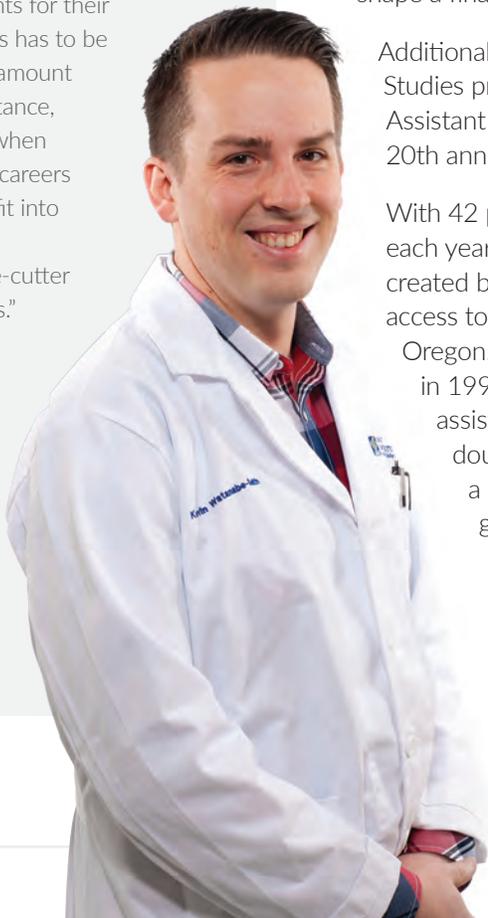
ALLISON EMPEY, M.D., a pediatrics resident, has gotten involved in the House Officers Association. Among her leadership projects has been joining fellow resident Marica Baleilevuka-Hart, M.D., to launch the Diverse Medical Student Mentorship Program. Read more about the school's diversity and inclusion efforts on pages 14-15.



TRANSFORMING THE PH.D. PROGRAM

Doctoral student **KEVIN WATANABE-SMITH**, below, crossed traditional boundaries to add computer programming to his Ph.D. program in cancer biology. Now the school is working to transform its Ph.D. program so that all students can shape cross-disciplinary degrees with the flexibility to respond to a changing research and innovation job market.

Says Watanabe-Smith, "Educating graduate students for their careers has to be of paramount importance, even when those careers don't fit into clean cookie-cutter shapes."



Graduate Studies

Graduate Studies is transforming the school's Ph.D. programs to better prepare aspiring scientists for a changing career landscape.

The Creative IDEAS Committee envisions future graduates who are not only critical and creative thinkers but strong collaborators within multidimensional biomedical research teams. The goal is to foster leaders in myriad diverse careers, supported by education programs that provide for the unique, interdisciplinary development of each student.

The committee is recommending a more flexible and multidisciplinary Ph.D. program focused on mentorship, community and scientific excellence. With broad faculty input, Graduate Studies leadership will shape a final plan to launch in fall 2018.

Additional landmarks in the Graduate Studies program include the Physician Assistant program marking its 20th anniversary.

With 42 physician assistant graduates each year, this 26-month program was created by legislative decree to increase access to health care, especially in rural Oregon. Since the program launched in 1996, the number of physician assistants working in Oregon has doubled to 1,200, with nearly a quarter of the workforce graduating from OHSU.

Educators Collaborative

OHSU in 2016 launched the Educators' Collaborative, a community of practice for educators, including direct teaching, innovation, scholarship, curriculum design and mentoring.

This group of skilled practitioners learns from and with one another for professional and personal development and to develop a shared understanding of purpose and communal resources to enhance their practices. It is a "home" for educators outside of their department, clinic or lab.

Continuing Professional Development

The Division of Continuing Professional Development – formerly Continuing Medical Education – educates physicians throughout Oregon and the Northwest practice community. Annually the division plans and administers 10 to 12 courses and certifies over 100 activities from live activities and grand rounds to tumor boards, morbidity and mortality conferences, online activities and travelling CME programs. The division is focused on:

- » Extending beyond external physicians and providers to offer more CME to OHSU faculty, including offering credit for training already required of OHSU physicians.
- » Expanding CME opportunities in communities across the state, including more "CME on the road" courses, teleconferences and exploration of online offerings.
- » Engaging community physicians in planning and shaping course offerings.

Improving the health of Oregonians

For decades, OHSU School of Medicine faculty, students, residents, researchers and alumni have worked in communities across Oregon.

OHSU Partners, created in 2015, encompasses formal partnerships with Salem Hospital and Tuality Community Hospital. (See pages 4-5). On a more grassroots level, school leaders and local communities have, in recent years, expanded and improved collaborations – especially in rural areas. The stories of these collaborations are many. A few examples include:

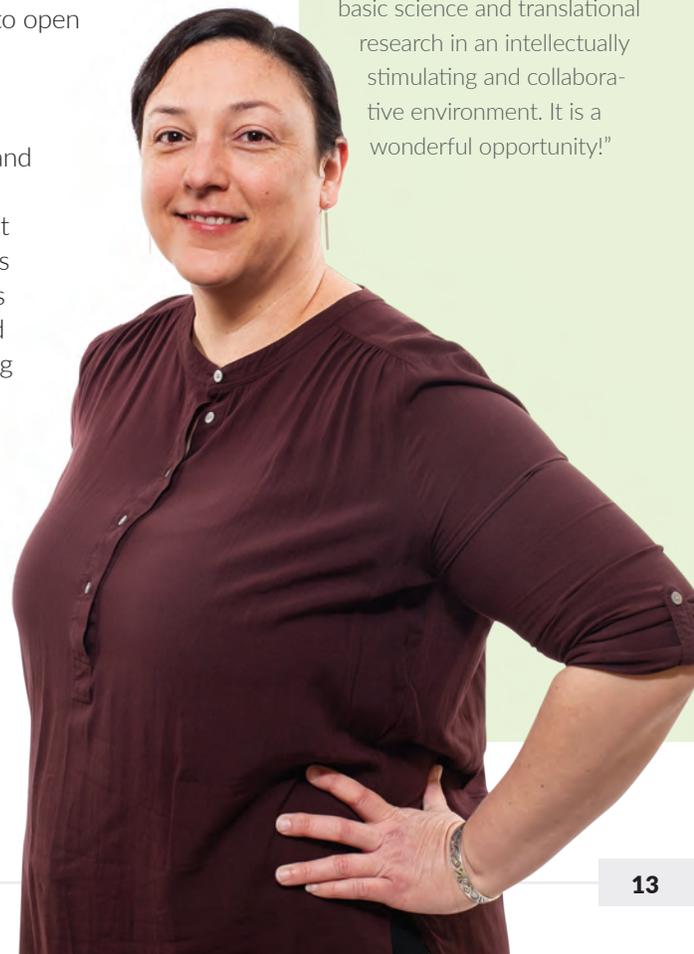
- » OHSU’s close liaison with the Veterans Affairs Portland Health Care System, joined by a sky bridge on Marquam Hill. Many medicine sub-specialties are fully integrated with OHSU programs. Providers at the VA Portland have dual-appointments with the OHSU School of Medicine. Researchers, clinician-scientists and students also benefit from cross-institutional affiliations. The Portland VA is ranked seventh nationally in total research funding. In 2015-16, 89 dual-appointed faculty at the VA:
 - generated more than \$37.7 million in outside research support, the highest ever;
 - published 396 research articles, and
 - mentored 14 investigators on career development awards.
- » Community hospitals from Astoria and The Dalles to Klamath Falls and Coos Bay/ North Bend have invited OHSU physicians to work alongside them, adding capacity in such areas as cardiology, emergency medicine, oncology, orthopaedics and surgery. The collaborations mean more patients receive care in their communities

and, when specialized equipment or staff are needed, can come to OHSU.

- » The Oregon Rural Practice-based Research Network, directed by L.J. Fagnan, M.D. ’71, professor of family medicine, helps rural practices become medical homes by providing technical assistance, quality improvement resources and education and disseminating best practices. ORPRN celebrates its 15th anniversary in 2017.
- » In addition to rural clinical experiences for medical students, are residency programs in communities and rural locations across the state. Alumni physicians and physician assistants practice across Oregon.
- » In January 2017, OHSU joined in an unprecedented collaboration with Legacy Health, Kaiser Permanente and Adventist Health to open the Unity Center for Behavioral Health in Northeast Portland. Providing emergency and inpatient services and transition to outpatient services, the center fills a critical need for crisis mental health care and as an innovative setting to train future health care providers.

ANGELA OZBURN, PH.D., a research biologist at VA Portland Health Care System and assistant professor of behavioral neuroscience at OHSU, is researching genetic models for alcoholism on a career development award at the VA.

“The VA Portland Health Care System and OHSU provide a number of amazing opportunities for formal and informal interactions between a diverse group of scientists and clinicians,” Dr. Ozburn said. “My dual appointment allows me to conduct cutting-edge basic science and translational research in an intellectually stimulating and collaborative environment. It is a wonderful opportunity!”



Working to realize our ideals

“Diversity is vitally important to OHSU’s evolution as a world-class health and science university. Being a diverse institution creates an intellectually vibrant climate where a variety of ideas and perspectives work together to foster innovation.”

– JOE ROBERTSON,
M.D., M.B.A.
OHSU President

OHSU School of Medicine is increasingly focused on recruiting and retaining diverse faculty, residents, fellows, staff and students.

The medical school class entering in fall 2016, for example, is the most diverse yet – 12 percent (19 students) identify with minority groups underrepresented in medicine.

And called to action by threats to civil rights and social justice nationally, OHSU and the school, with leadership and support from the OHSU Center for Diversity & Inclusion, are fostering a growing dialogue about race, racism and difference – necessary to create not only a diverse but an inclusive environment.

What we’re learning: it doesn’t take any one thing to foster diversity and inclusion. It takes many things, by many people, on purpose, all the time.

Building the pipeline

For John Ma, M.D., professor and chair of emergency medicine, it’s meant following the advice of Charles Thomas, M.D., professor and chair of radiation medicine: using speaking trips to meet and recruit diverse students.

“It was so instructive to talk with these students,” Dr. Ma said. “It is through their insights and wisdom that we will learn to attract and foster diversity in medicine.”

For the Cell, Developmental and Cancer Biology Graduate Program, it’s meant partnering with the Molecular Microbiology and Immunology Department, the Knight Cancer Institute and the CDI Ted R. Lilley Continuing Umbrella of Research Education (CURE) Intern Program to offer summer internships in which undergraduates perform cutting-edge research with faculty mentors.

Among 22 interns in summer 2016, 15 were women and five identified with underrepresented minority groups.

“Introducing students of all backgrounds to the professional environment of scientific research opens up opportunities and aspirations that may have otherwise not been considered feasible or practical,” said Amanda Lund, Ph.D., assistant professor of cell, developmental and cancer biology.

Supporting diverse needs

For House Officers Association leaders Allison Empey, M.D., and Marica Baleilevuka-Hart, M.D., it’s meant helping launch the Diverse Medical Student Mentorship Program to pair students with mentors who share their experience.

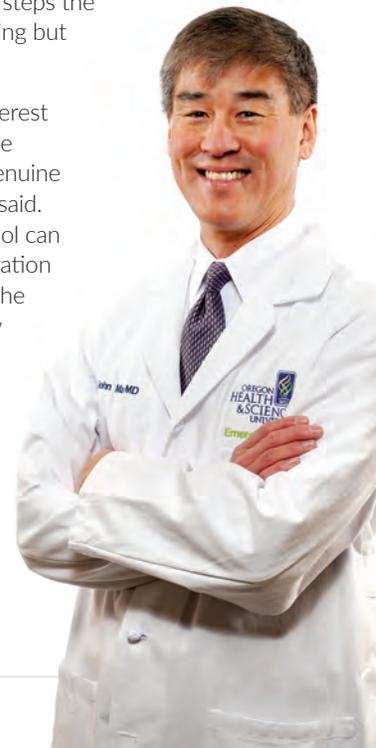
“As a medical student, I wanted a mentor I could identify with,” Dr. Baleilevuka-Hart said. “As a resident, I’m excited to be part of meeting that need.”

For Alisha Berry, M.D. Class of 2019, it’s meant taking on a leadership role in OHSU Center for Diversity & Inclusion’s Students for LGBTQ Health and advocating for gay, lesbian, bisexual, queer and transgender students in the medical school.

“As an older, non-traditional, queer feminine person from a lower socioeconomic background, I struggle to find myself represented on a daily basis, especially in medicine,” Berry said.

She’s encouraged by steps the medical school is taking but needs to see more.

“The CDI student interest groups built incredible connections and a genuine sense of family,” she said. “I hope that the school can now use the collaboration developing through the medical school’s new Diversity Action Council to better support the needs of all students.”



John Ma, M.D., professor and chair of emergency medicine; Alisha Berry, M.D. Class of 2019, and daughter, Birdie Lu; Esi Dickson, M.D. Class of 2019; Nathalie Lunden, M.D., assistant professor of anesthesiology and perioperative medicine; Derick DuVivier, M.D., M.B.A., assistant professor of anesthesiology and perioperative medicine (APOM). Drs. DuVivier and Lunden have become active in recruitment and retention efforts in APOM and across OHSU.

Being intentional

For Sancy Leachman, M.D., Ph.D., professor and chair of dermatology, it's meant working with colleagues to identify strong and diverse applicants who might not have met traditional criteria and been overlooked. By carefully evaluating applicants, many proved to be good fits.

"It's operating with an open mind and out-of-the-box thinking," Dr. Leachman said. "How do you discover something new in science? How do you innovate in your clinical practice? It's just like skiing, if you're not a little nervous, you're not on the edge. To diversify, we need to be on the edge because multiple perspectives make us better."

For Jeffrey Kirsch, M.D., professor and chair of anesthesiology and perioperative medicine (APOM), and Chris Swide, M.D., APOM professor and assistant dean for graduate medical education, it's meant a multi-pronged approach in their department:

- » Creating a professional development curriculum around race and equity;
- » Forming a diverse team of existing faculty and residents and partnering with CDI to help recruit and mentor residents and faculty of color;
- » Identifying leadership opportunities for residents and new faculty;
- » Inviting diverse speakers to share their experiences, and
- » Modeling core values of inclusion and respect.

"You have to use the resources that are right in front of you to build your team," Dr. Kirsch said.

"We went from very little diversity in our resident ranks to a third of our residents identifying with underserved minority groups in about four years. Once you commit, you realize it's doable."

Feeling the love

For Esi Dickson, M.D. Class of 2019, it worked.

Dickson, born in West Africa and raised in Canada, came to OHSU as a cardiovascular ICU nurse. Feeling welcomed and supported by the faculty she worked with in anesthesia, she chose OHSU to fulfill her dream of becoming a doctor, with a focus on anesthesiology.

When she decided to run for chair of the student component of the American Society of Anesthesiology in fall 2016, a veritable village joined hands to support her.

Donn Spight, M.D., assistant professor of surgery, was her student leadership advisor; Derick DuVivier, M.D., M.B.A., assistant professor of anesthesiology and perioperative medicine, helped with her presentation; Dr. Thomas connected her with anesthesia colleagues nationally; Dr. Kirsch picked up her bill to Chicago and Drs. Kirsch and Swide accompanied her to the dinner the night before the election.

She won.

"It's hard to know the path to take to achieve the goals you set for yourself in such a large area as medicine," Dickson said. "It's great to know that OHSU really wants to support the dreams of students."





**MARK RICHARDSON,
M.D., M.B.A.
1949 - 2016**

Just days after Dean Mark Richardson died September 2, 2016, this mighty oak tree on the School of Medicine lawn unexpectedly split and fell. Like the tree, the roots that Dean Richardson put down remain. The investments and initiatives he led will forever fuel the progress of the school he loved.