

OHSU 2025 Strategic Plan Summary

Goals, Objectives, Descriptions, Key Tactics



Table of Contents

***NOTE: 23 objectives supported by an initial \$100M in investment are listed as “PRIORITY OBJECTIVES”**

- GOAL 1: Build a diverse, equitable environment where all can thrive and excel. 3
 - PRIORITY OBJECTIVE 1.1. People first..... 3
 - PRIORITY OBJECTIVE 1.2. Faculty/staff development..... 4
 - PRIORITY OBJECTIVE 1.3. Learner success. 4
 - PRIORITY OBJECTIVE 1.4. Faculty support principles. 5
 - PRIORITY OBJECTIVE 1.5. Aligned provider enterprise..... 5
 - PRIORITY OBJECTIVE 1.6. Clinician wellness. 6
 - OBJECTIVE 1.7. Coordinated recruitment. 6
 - OBJECTIVE 1.8. Junior faculty development. 7

- GOAL 2: Be the destination for transformational learning. 9
 - PRIORITY OBJECTIVE 2.1. Learner placement..... 9
 - PRIORITY OBJECTIVE 2.2. Simulation. 9
 - OBJECTIVE 2.3. Lifelong learning..... 10
 - OBJECTIVE 2.4. Competency-based education. 11
 - OBJECTIVE 2.5. Assessment infrastructure. 12
 - OBJECTIVE 2.6. Course fluidity. 12
 - OBJECTIVE 2.7. Interprofessional education..... 13

- GOAL 3: Enhancing health and health care in every community. 14
 - PRIORITY OBJECTIVE 3.1. Ambulatory expansion..... 14
 - PRIORITY OBJECTIVE 3.2. Cancer service line..... 14
 - PRIORITY OBJECTIVE 3.3. Women’s and children’s service line..... 15
 - PRIORITY OBJECTIVE 3.4. Payor partnerships. 16

PRIORITY OBJECTIVE 3.5. Cardiovascular service line.....	16
OBJECTIVE 3.6. Graduate medical education.....	17
OBJECTIVE 3.7. Global health.....	18
GOAL 4: Discovering and innovating to advance science and optimize health worldwide..	19
PRIORITY OBJECTIVE 4.1. Increase research funding.....	19
PRIORITY OBJECTIVE 4.2. Research support services.....	19
PRIORITY OBJECTIVE 4.3. Research informatics.....	20
OBJECTIVE 4.4. Research reinvestment.....	20
OBJECTIVE 4.5. Educational scholarship.....	21
OBJECTIVE 4.6. Clinical research.....	21
GOAL 5: Partnering with communities for a better world.....	23
PRIORITY OBJECTIVE 5.1. Population health and value-based care.....	23
OBJECTIVE 5.2. Rural and tribal health.....	23
GOAL 6: Ensuring sustainable foundational infrastructure.....	24
PRIORITY OBJECTIVE 6.1. POWER/data governance.....	24
PRIORITY OBJECTIVE 6.2. Enterprise project management office.....	24
PRIORITY OBJECTIVE 6.3. Transparent decision-making process.....	25
PRIORITY OBJECTIVE 6.4. Collaboration platform.....	26
PRIORITY OBJECTIVE 6.5. Classroom technology tools.....	27
PRIORITY OBJECTIVE 6.6. Optimize clinical operations.....	27
OBJECTIVE 6.7. Learner assessment.....	28
OBJECTIVE 6.8. Research cores.....	29
OBJECTIVE 6.9. Accessible services.....	29
OBJECTIVE 6.10. Active workplace.....	30
OBJECTIVE 6.11. Brand marketing.....	30



GOAL 1: Build a diverse, equitable environment where all can thrive and excel.

PRIORITY OBJECTIVE 1.1. People first.

Deploy programs that place people first in support of all OHSU members by 4Q22.

DESCRIPTION

OHSU recognizes that our people are our greatest asset. We will augment the existing foundation for our OHSU members by enhancing programs that ensure their safety, support their well-being, and enable an environment that lives the values of diversity, equity and inclusion in all we do.

KEY TACTICS

- Review, develop/revise and implement inclusive policies
- Recruit, engage, promote, and retain diverse students, faculty, staff, and patients
- Develop, implement and support multi-faceted diversity, equity and inclusion; leadership; and mentoring learning opportunities
- Develop and implement program to support OHSU members basic needs
- Develop and Implement comprehensive suicide safety program
- Develop and implement confidential advocate program
- Enhance injury and illness prevention program
- Develop and implement comprehensive program of benchmarks in support of diversity, equity, inclusion, wellness, and safety to ensure consistent progress and enduring improvement

PRIORITY OBJECTIVE 1.2. Faculty/staff development.

Invest in resources to promote the success of faculty and staff engaged in the education mission and ensure their equitable treatment across OHSU.

DESCRIPTION

OHSU will ensure that those engaged in the execution of its education mission have access to career progression, mentorship, and faculty and staff development programs to enable their success as educators. OHSU will align unit and institutional policies and procedures to ensure that all faculty and staff are treated equitably across the institution. OHSU will establish robust mechanisms to monitor application of these policies and procedures and provide a clear appeal processes for faculty and staff to access.

KEY TACTICS

- Develop a centralized resource to drive integrated policy development and equitable implementation across the institution related to faculty appointments, contracts, compensation and grievances.
- Focus on community-building efforts, including providing specific programming that would strengthen mentorship opportunities for all OHSU employees.
 - Create cascading structure for faculty and staff mentorship for educators and researchers in order to improve onboarding, reduce isolation for basic scientists (e.g., working solo in labs), and promote professional development, to promote career progression
 - Mentorship programming is also available to staff in various functions across OHSU and efforts will focus on building capacity of existing programs (New Leader Mentor Program), as well as building new programs as needed.

PRIORITY OBJECTIVE 1.3. Learner success.

OHSU learners will have access to efficient, effective, and innovative programs that promote their success by 4Q25.

DESCRIPTION

OHSU expects to be known nationally for delivering a high-quality learning experience. To achieve this we must provide a safe and supportive environment in which our learners excel. This will be achieved through investments in services to specifically support the social, mental and physical health of our learners. Their success will be enhanced by expanding on the current learning support infrastructure to ensure they attain optimal levels of knowledge and skills. All our learners must feel they belong and that their

education is the highest priority for OHSU. Priorities will include convening, aligning and advocating for learner services.

KEY TACTICS

- Provide centralized, coordinated resources and support to ensure learners' access to basic needs and promote equitable access to learner services for all OHSU learners.
- Create an environment of safety for all learners.
- All learners feel like they belong and that their education is a priority for OHSU.
- Basic needs, safety, a feeling of inclusion and appreciation have been met. Learners have time and resources to focus on determining individual plan for well-being activities and pursuing educational/academic aspirations.

PRIORITY OBJECTIVE 1.4. Faculty support principles.

Develop principles for faculty support and compensation that apply across OHSU, support equity and excellence, and support for all missions by 4Q21.

DESCRIPTION

Investing and supporting research-intensive faculty will allow OHSU to retain and recruit the exceptional faculty needed to produce outstanding, high-impact science, increase external (NIH and non-NIH) funding, and accelerate the innovation of technologies. Improved support will also increase faculty satisfaction and morale and reduce impediments to innovation and collaboration.

KEY TACTICS

- Standardize definition of research faculty across OHSU.
- Improve the communication and transparency of the relationship between job expectations, funding sources and financial rewards.
- Evaluate faculty support programs in addition to compensation (salary/benefits) and compare to national benchmarks.

PRIORITY OBJECTIVE 1.5. Aligned provider enterprise.

Build an aligned, centrally operated and clinically integrated provider enterprise by 4Q21.

DESCRIPTION

Over time, our provider organization will evolve as an aligned and integrated practice clinically, operationally, and financially. A more aligned and integrated provider practice is required to: Meet the needs of our patients across the health system, enhance our ability to deliver a clinically integrated network and value-based care, significantly scale up our provider practice, realize competitive and consistent compensation and benefits, and align quality and safety infrastructure

KEY TACTICS

- Integrate provider enterprise as component of new health system operating model
- Develop and implement transition plan
- Establish central practice management services
- Develop integrated recruitment approach across the health system
- Implement common compensation principles
- Develop and execute communication plan

PRIORITY OBJECTIVE 1.6. Clinician wellness.

Initiate and broaden activities which optimize health system workload and workflow by 3Q21.

DESCRIPTION

Initiate and broaden a set of tactics that result in a more engaged clinical enterprise across OHSU health system and accelerate wellness initiatives to position OHSU health system as an attractive place to work including leveraging and scaling existing effective activities across the health system.

KEY TACTICS

- Workload and Workflow Optimization.

OBJECTIVE 1.7. Coordinated recruitment.

Improve communication flow across mission to ensure downstream effects are considered in advance of recruitment 4Q20.

DESCRIPTION

This would support education, research, and the health system as some key recruitments have cross-mission impacts on resources. By improving communication at the right time with the right people, we can mitigate the downstream effects of certain recruitments.

KEY TACTICS

- Mission to require a description of the anticipated possible downstream.
- Collateral impact to other parts of the organization and confirmation of communication with impacted missions.
- When a key recruitment is approved within each mission, HR to send a template email as FYI to appropriate VPs, Directors, Chairs, Associate Deans, and Community Partners.

OBJECTIVE 1.8. Junior faculty development.

Implement a comprehensive postdoctoral and junior faculty development program by 4Q21.

DESCRIPTION

Critical to the mission to discover and innovate to optimize health, recruitment and retention of the next generation of scientific leaders is foremost. Our mission is to provide five basic pillars of faculty support in a formalized, comprehensive and egalitarian program: mentorship, sponsorship, training in leadership, research competency development, and business of science training. We will do this through developing support: 1) for grant writing and submission; 2) a core curriculum for research faculty advancement covering research competencies, business of science, and leadership of biomedical research; 3) extending this support to postdoctoral trainees and fellows; and 4) implementing a clearinghouse of training opportunities at OHSU.

KEY TACTICS

- Provide meaningful/reliable and timely grant writing support.
- Develop core curriculum for faculty development of research, developing modules and workshops for training in research core competencies, leadership, and the business of science.
- Establish a formal research mentoring training program to provide access and training in best mentoring practices to faculty, not limited to junior faculty (OHSU Lead Mentor Program 2.0).

- Develop workshop curriculum/ strategies for dissemination of training targeted to postdoctoral fellows and clinical fellows with significant research intent. Model after faculty development training, including some sessions with modified content for training level.
- Develop a clearinghouse for training opportunities, tools and software.
- Utilize faculty development process data to assess the ability to predict research outcomes for faculty including advancement, research support, and faculty career satisfaction.



GOAL 2: Be the destination for transformational learning.

PRIORITY OBJECTIVE 2.1. Learner placement.

Implement an integrated system to manage placement of clinical learners in all required settings 4Q21.

DESCRIPTION

OHSU will effectively and efficiently utilize the clinical training capacity of our health system to provide the highest quality experience for our learners. The demand for clinical training has reached a critical point. As a result, our academic programs have been forced to send increasing numbers of learners outside of OHSU Hospital and Clinics to fulfill their educational missions. A centralized, coordinated and equitable system for accessing and managing clinical placements for our learners will provide opportunities to increase educational standards, improve the quality of our learning experiences, foster inter-professional education, enhance patient safety, and optimize satisfaction for learners, preceptors and faculty.

KEY TACTICS

- Conduct an assessment of current learner placements for all OHSU clinical education programs.
- Establish a council to guide the development of an integrated system to manage learner placements with representation from each stakeholder group
- Develop an Office of Learner Placement that will operate a centralized, coordinated, and equitable system for accessing and managing the placement of clinical learners.
- Integrate the functions of the Office of Learner Housing with the Office of Learner Placement to ensure efficient utilization of OHSU's resources around the State.

PRIORITY OBJECTIVE 2.2. Simulation.

Develop a model of simulation that serves the needs of all university stakeholders by 4Q22.

DESCRIPTION

OHSU has one of the premier suite of simulation facilities in the Pacific Northwest and will be a recognized leader both nationally and along the Pacific Rim for the education and training we provide. The incorporation of required simulation activities is growing rapidly within our degree granting and

residency programs. Further, it is now realized that simulation plays an essential role in workforce training to improve quality, safety and patient outcomes in health systems across the nation and worldwide. By leveraging our existing investment in infrastructure, we will ensure that our learners will continue to have the highest quality of education and training prior to entering the workforce. This will be achieved by investing to expand current simulation faculty and staff to fully utilize the current technology and physical infrastructure. Investments will also be made to ensure the simulation facilities and equipment statewide continue to meet the ever-growing demand of our education and training programs.

KEY TACTICS

- Create a value-based business and strategic plan/model to establish simulation as a core service that targets education, quality and patient safety.
- Establish and monitor the improvements made by simulation in education, quality and safety; and track learner progress with simulation training.
- Make innovation possible for users who have ideas to utilize simulation to improve patient care
- Leverage existing resources and curricular assets to build simulation system-wide.
- Develop an infrastructure for scalability of simulation resources across the enterprise to our remote/satellite locations.
- Make simulation a priority for all university programs.
- Establish our simulation centers as regional and national leaders by achieving SSH accreditation.
- Transform our current simulation centers into cutting edge facilities for all modalities of simulation in order to address all relevant scenarios, both common and uncommon, for learners/participants, including point-of-care ultrasound, artificial intelligence (AI), virtual reality (VR), 3D printing and other emerging technologies.

OBJECTIVE 2.3. Lifelong learning.

Implement a framework for lifelong learning with OHSU as its educational home – from pre-college pathways focused on underserved communities to our alumni actively seeing patients by 4Q23.

DESCRIPTION

OHSU will become the destination of choice for learners across the lifespan to gain the skills and knowledge they need to promote the health and wellbeing of themselves and those they serve. To achieve this we will leverage our current statewide leadership in K-12 STEM pathway programs to increase

interest in the health and life sciences. We will implement novel programs that support the success of our learners as they transition along the educational continuum and actively engage our alumni to encourage their continued engagement in the future.

KEY TACTICS

- Reach the Learner: Market to learners in all communities.
- Engage the Learner: Create systems to support and align OHSU pathways programs.
- Engage the Learner: Function and content.
- Retain the Learner: Develop a system that maintains the learner's record of achievement. Identify publicity and marketing strategy with goal of sustainability over time.

OBJECTIVE 2.4. Competency-based education.

Transform educational models across campus to demonstrate competency achievement and to track program outcomes by 4Q25.

DESCRIPTION

OHSU will continue to transform its education delivery models to ensure that our learners are best prepared to excel at the next stage of their careers. Currently, learners progress within their academic and training programs based upon a traditional model that emphasizes time spent acquiring knowledge. However, the acquisition of academic credit does not guarantee optimal preparation to enter the workforce or transition to the next phase of training. Competency-based, time-variable frameworks require that learners show demonstrable behaviors that result in a better learning experience and ensure that all required skills are obtained. In short, fully evolving into competency-based educational frameworks will more reliably produce what society needs.

KEY TACTICS

- Faculty must meet specified educational competencies before teaching and assessing learners
- Improve access to non-OHSU and OHSU partner learning opportunities (acquisition and quality assurance regarding sites & learning environment)
- Have a single system to track learner competencies and program outcomes (ePortfolio – see 2.4)
- Degree-granting and training programs will be competency based and time variable (changes to student information systems and regulatory compliance)

OBJECTIVE 2.5. Assessment infrastructure.

Establish an institutional assessment resource that promotes meaningful, holistic learner development (outcomes/competencies) by 4Q24.

DESCRIPTION

OHSU will strengthen its national reputation for the quality of the education and training programs it delivers. To achieve this OHSU must have a rigorous and robust assessment model to improve programs and to guide faculty and staff development in their education and training delivery practices. A common assessment model will be designed and implemented at OHSU building on existing resources and introducing best practices from academic health centers across the nation. Leveraging existing infrastructure, the resources and expertise to implement the new assessment models and to provide faculty and staff development will be gathered in a central unit to provide support institution-wide.

KEY TACTICS

- Create a structure for learner assessment devoted to educational excellence.
- Design an exemplary OHSU assessment model.
- Further develop and scale an e-portfolio system that can be adapted for learner assessments across OHSU's schools.
- Develop assessment resources that can be used across programs
- Create a structure for faculty development and tracking that is devoted to educational excellence and assessment/evaluation.

OBJECTIVE 2.6. Course fluidity.

Ensure learners have access to courses and educational offerings across the university by 4Q25.

DESCRIPTION

OHSU offers myriad courses across a wide array of academic programs. However, students, staff and faculty have limited access to these because of current constraints such as registration, scheduling and historical revenue allocation models. We will enhance access to these learning opportunities for our employees and facilitate the ability for students to enroll in courses outside their programs of study.

KEY TACTICS

- Publish and publicize a centralized course catalog and schedule.

- Implement tuition and revenue allocation models that mitigate cost barriers for students considering courses outside their program(s) of study.
- Develop communications and curricular norms across all academic programs that promote student enrollment in courses outside of their program(s) of study.

OBJECTIVE 2.7. Interprofessional education.

Ensure that all OHSU faculty, staff, graduates and learners are competent in interprofessional and interdisciplinary collaborative practice by 4Q25.

DESCRIPTION

OHSU has established a national reputation for interprofessional education (IPE) and is a member of the Nexus Innovation Network of the National Center for Interprofessional Practice and Education. To meet the needs of our evolving health care system, we must ensure that all of our faculty, staff, graduates and learners across the spectrum have competence in interprofessional and interdisciplinary collaboration and that clinical teams function in a collaborative practice model that utilizes interprofessional learning.

KEY TACTICS

- Mapping out all IPE current courses, clinical rotations, experiences and clinical rotations.
- Development of IPE resources at OHSU.
- Enable robust learner participation for IPE experiences.
- Facilitate the function of clinical teams in a collaborative practice model, utilizing interprofessional learning.
- Utilize simulation to enhance IPE learning.
- Expand efforts to promote interdisciplinary team science.



GOAL 3: Enhancing health and health care in every community.

PRIORITY OBJECTIVE 3.1. Ambulatory expansion.

Extend access platform digitally and with new ambulatory locations in Metro and beyond by 4Q26.

DESCRIPTION

Deploy a robust digital and ambulatory platform with tools and services that provide maximum opportunity for acquiring and retaining patients across the system, ensuring industry-leading ease of use for patients and internal stakeholders while enhancing user experience across the OHSU health ecosystem.

KEY TACTICS¹

- Establish Office of Digital Health.
- Develop multi-specialty care hubs in each metro region.
- Establish primary care clinics across the Metro area.
- Multi-dimensional urgent care centers as our physical front door.

PRIORITY OBJECTIVE 3.2. Cancer service line.

Grow and extend the cancer service line program by 4Q24.

DESCRIPTION

Develop a cancer service line strategy that builds upon the reputation and success of the Knight Cancer Institute to identify optimization and growth priorities, including a point of view on critical partnerships and signature programs that integrate clinical trial research and education to distinguish us from our

¹ Additional tactics for this objective will be made available to internal OHSU audiences.

competitors. Determine appropriate service line organizational structure, governance, execution, and financial architecture for cancer service line to achieve its growth objectives.

KEY TACTICS₂

- Enhance metro community partnerships to include Tuality, Adventist, surgical oncology and other services.
- Increase education and research programs throughout the OHSU health system and Knight Cancer Network.
- Enhance operational, financial, clinical, and performance reporting and data analytics capabilities, that are integrated across all elements of the cancer business unit.
- Institute a Cancer Service Line Governance and Operational Structure.

PRIORITY OBJECTIVE 3.3. Women's and children's service line.

Grow and extend the women's and children's service line program by 4Q25.

DESCRIPTION

Develop a women's and children's service line strategy that identifies optimization and growth priorities, including a point of view on critical partnerships/affiliations and the incorporation of research and education. Determine appropriate system organizational structure, governance, and financial architecture for women's and children's services to achieve its growth objectives.

KEY TACTICS₃

- Increase obstetrics, newborn, and children's care across the OHSU health system.
- Develop signature women's and children's services.
- Creation of durable partnerships for Women's and Children's services.

² Additional tactics for this objective will be made available to internal OHSU audiences.

³ Additional tactics for this objective will be made available to internal OHSU audiences.

- Establish strategic oversight structure to optimize Women’s and Children’s services across OHSU health system.
- Develop a unified effort across Women’s and Children’s services that is focused on making it easier to develop and conduct research that complements the clinical mission.

PRIORITY OBJECTIVE 3.4. Payor partnerships.

Solidify payor partnerships to fuel health system growth by 4Q22.

DESCRIPTION

Value-based contracts with key payors will be critical to growing OHSU health system’s presence in the individual, small group, and large group markets and across all payor segments.

KEY TACTICS⁴

- Obtain value-based 2020 contracts with key payors in individual, small group, and large group markets.
- CCO 2.0 transition.
- Coordinate with distributed comprehensive ambulatory footprint and transform care model to excel at population health and VBC.
- Network development and operations.

PRIORITY OBJECTIVE 3.5. Cardiovascular service line.

Grow and extend the heart and vascular service line program by 4Q25.

DESCRIPTION

Develop a distributed, system-wide heart and vascular service line including a set of principles articulating how OHSU, Tuality, and Adventist will work together including a defined scope of oversight and

⁴ Additional tactics for this objective will be made available to internal OHSU audiences.

operations. Identify optimization and growth priorities, including a point of view on critical partnerships and affiliations.

KEY TACTICS⁵

- Form Heart and Vascular Oversight Board.
- Form economic model workgroup.
- Reestablish heart transplantation services
- Support community health through involvement in collaborative ventures and network development.
- Form heart and vascular Health Outcomes and Clinical Research Alliance (HOCRA) with health system & affiliated providers.

OBJECTIVE 3.6. Graduate medical education.

Establish processes that position us as a national leader in GME, that enable residents to thrive and excel, and that optimally align GME with our health system by 4Q25.

DESCRIPTION

OHSU will be recognized nationally for embracing new models of residency training that produce the highest quality physicians of the future. Our Graduate Medical Education (GME) programs are essential to both our educational and clinical missions. Residents and fellows deliver exceptional care to patients while learning the art and science of more than 80 clinical specialties and sub-specialties. By designing and implementing a novel system and structure to oversee GME, we will be able to proactively address concerns and provide individual GME program oversight while maximizing overall efficiency, innovation, academic support and institutional alignment. Further, we will demonstrate transformational leadership in GME at the regional and national levels.

KEY TACTICS

- Enhance central services and re-organize GME operations to:

⁵ Additional tactics for this objective will be made available to internal OHSU audiences.

- Support educational innovation that fosters exceptional clinical care .
- Optimally support the needs and well-being of our residents and fellows.
- Proactively meet and exceed all accreditation/regulatory requirements.
- Track outcomes to make program improvements and monitor long term impact (i.e., improved quality, reduced disparities and more scientific discovery) .
- Optimize size, scope and composition of our GME programs to:
 - Meet the workforce needs for an increasingly diverse population .
 - Strategically align with the clinical needs of our health care system.

OBJECTIVE 3.7. Global health.

Integrate/expand global health initiatives at OHSU by 4Q22.

DESCRIPTION

OHSU will support faculty, staff and learners to engage in safe and high-quality education and research experiences around the world to broaden their knowledge and understanding of the world's health care challenges and to ensure diversity of thought and approach to guide their work at OHSU. To achieve this OHSU will leverage its investment in OHSU Global in establishing a centralized resource to support the establishment and maintenance of safe and high quality international global health programs. This will also serve as a resource to all faculty, staff and learners who are traveling internationally to ensure their safety and compliance with OHSU policy, and US and sovereign nation rules and regulations.

KEY TACTICS

- Establishment of agreed shared principles/criteria for programs working in global health in order to receive institutional support.
- Expand support of a centralized administrative unit which facilitates and monitors OHSU's international activities.
- Facilitate education and research opportunities in institutionally approved global health and science programs.



GOAL 4: Discovering and innovating to advance science and optimize health worldwide.

PRIORITY OBJECTIVE 4.1. Increase research funding.

Increase Research Funding by 20% by 4Q21.

DESCRIPTION

To rise in prominence as a research institution, one measure of research success is the overall research funding. For example, for NIH funding, if we rise at 10% per year and other top 30 institutions rise at 3.3% per year (10-year average), we could crack the top 20 for NIH funding. Increases in non-NIH funding are equally valuable to the institution.

KEY TACTICS

- Develop mechanisms to reward success in garnering NIH\$ (also, create incentives that will stimulate inter dept and inter institute collaborations).
- Create an endowment to recruit top tier research trainees and fund them throughout their education/ Incentivize multidisciplinary learners (students and postdocs).
- Build a registry to facilitate communication regarding technical capabilities, skill sets, research expertise, and instrumentation.
- Strengthen faculty mentoring at all levels.
- Maximize faculty capacity for success to increase FAIF funding requests and implementation.

PRIORITY OBJECTIVE 4.2. Research support services.

Integrate and optimize central and local research support systems by 4Q21.

DESCRIPTION

Complete support of research activities characterize leading academic organizations across the nation. Fundamental support of research includes, but is not limited to, effective and stable pre- and post-award grant support, state-of-the-art and forward looking research cores, sustained support of research strengths/priorities, and a culture of reinvesting in our departments and faculty.

KEY TACTICS

- Integrate and optimize central and local support systems based on information obtained from evaluating existing OHSU and external research support programs.
- Fix, refine, and integrate electronic research management systems and processes.
- Put into effect a comprehensive research administration onboarding and training program for Research Administrators. Implement an educational portal for research investigators.
- Provide central support in OPAM to help with complex grants mechanisms that are beyond the expertise of faculty.

PRIORITY OBJECTIVE 4.3. Research informatics.

Stabilize and extend capacity of critical research Informatics Infrastructure by 4Q21.

DESCRIPTION

Research Data Network: Build and implement a separate high-speed research network that will facilitate high speed data transfer and collaboration. Research computing: Invest in high performance computing capabilities and support staff (post-Exacloud).

KEY TACTICS

- Research Data Warehouse: Invest in the next generation data warehouses and tools that support clinicians, learners, and researchers in generating and testing hypotheses while keeping data secure and safe.
- Develop our current HPC environment (Exacloud) into a University-wide flexible computing resource in the service of research needs. In addition to providing researchers with HPC resources, the environment will leverage modern virtualization & "devops" techniques to provide users with on-demand computing resources (e.g., web/application/storage servers, etc.).
- Transform existing Research Data Warehouse infrastructure and support to a next generation, high quality database and related toolset that will better be able to meet research and health care advanced analytic needs, keeping OHSU competitive across missions.

OBJECTIVE 4.4. Research reinvestment.

Review and reinvest in departments and programs 4Q21.

DESCRIPTION

Complete support of research activities characterize leading academic organizations across the nation. Fundamental support of research includes, but is not limited to, effective and stable pre- and post-award grant support, state-of-the-art and forward looking research cores, sustained support of research strengths/priorities, and a culture of reinvesting in our departments and faculty.

KEY TACTICS

- Establish metrics for achievement of programmatic goals and provide a reinvestment for continued success and innovation.
- Review achievements of department chairs and program directors to evaluate successful trajectory, then reinvest.

OBJECTIVE 4.5. Educational scholarship.

Become a recognized leader in health sciences education research and scholarly practice by 4Q25.

DESCRIPTION

OHSU has faculty with national and international stature for their scholarly work related to health and science education. We will leverage their expertise, invest in promising faculty committed to advancing educational scholarship, explicitly value educational scholarship in the faculty promotion and tenure process, and become a recognized leader in health sciences education research.

KEY TACTICS

- Establish an equal access center for excellence in education scholarship
- Create a central process that guarantees FTE support for a core cadre of education scholars and researchers at OHSU
- Modify/Revise P&T process and measures and review process to explicitly recognize and value education scholarship and nontraditional forms of scholarship

OBJECTIVE 4.6. Clinical research.

Make OHSU a Learning Healthcare Organization by 4Q21

DESCRIPTION

By leveraging healthcare resources, new knowledge will be generated, additional external grant funding will be obtained, patient outcomes and experience will be improved, and resource utilization will be optimized.

KEY TACTICS

- Establish an internal RFA mechanism to fund research projects that leverage health enterprise resources.
- Implement infrastructure to support clinical research into OHSU Healthcare partners.
- Drive capabilities and capacity of the use of the EHR and other HIT for research.
- Develop and implement a business plan (BP) for expanded and consolidated Clinical Research Operations and Support by 2Q21.
- Build a culture in which every patient contributes to the research mission, whether through study enrollment or through data extraction.



GOAL 5: Partnering with communities for a better world.

PRIORITY OBJECTIVE 5.1. Population health and value-based care.

Transform our care model to excel at population health and value-based care by 4Q21.

DESCRIPTION

Develop approach for organizing OHSU health system population health management capabilities. Clarify how care will be transformed and organized to impact population health outcomes and to be successful under risk-based contracts.

KEY TACTICS

- Establish Office of Population Health Management
- Conduct population health management assessment
- Implement an adaptive model
- Implement evidence based interventions system-wide and demonstrate value

OBJECTIVE 5.2. Rural and tribal health.

Enhance the health and well-being of rural, tribal, and under-resourced communities through intentional partnerships that bridge the missions of clinic enterprise, education, and research by 4Q21.

DESCRIPTION

OHSU will enhance the health and well-being of rural, tribal, and under-resourced communities through intentional partnerships that bridge the missions of clinic enterprise, education, and research. Aligning our Rural efforts and will lead to greater clinical revenue, educational, and research opportunities for all of OHSU as well as increase OHSU's visibility across the state and create good will with stake holders and the legislature.

KEY TACTICS

- Form a multi-mission Council.



- Create an OHSU Tribal Relations Team.

GOAL 6: Ensuring sustainable foundational infrastructure.

PRIORITY OBJECTIVE 6.1. POWER/data governance.

Institute a consistent, transparent, and sustainable Enterprise-wide information governance and reporting program by 4Q21

DESCRIPTION

All missions. This 2025 Objective establishes core capabilities through the implementation of an EPMO, Data Governance Program and the POWER system. These capabilities are essential to providing consistency and transparency to 2025 projects, organizational KPIs, and Faculty activities. These items will facilitate and benefit existing analytic processes, enable reporting for compliance (for example, with Oregon's Pay Equity Act), as well as monitoring and delivery of other 2025 Objectives.

KEY TACTICS

- Implement a Data Governance Structure
- Implement Power Phase 1
- Deploy an Enterprise Project Management Office (EPMO)
- IN O6.2.1 = Data Governance and POWER combined
- IN O6.2.2 – EPMO

PRIORITY OBJECTIVE 6.2. Enterprise project management office.

Deploy an Enterprise Project Management Office (EPMO) by 4Q20.

DESCRIPTION

All missions. This 2025 Objective establishes core capabilities through the implementation of an EPMO, Data Governance Program and the POWER system. These capabilities are essential to providing consistency and transparency to 2025 projects, organizational KPIs, and Faculty activities. These items will

facilitate and benefit existing analytic processes, enable reporting for compliance (for example, with Oregon's Pay Equity Act), as well as monitoring and delivery of other 2025 Objectives.

KEY TACTICS

- Implement a Data Governance Structure
- Implement Power Phase 1
- Deploy an Enterprise Project Management Office (EPMO)
- IN O6.2.1 = Data Governance and POWER combined
- IN O6.2.2 – EPMO

PRIORITY OBJECTIVE 6.3. Transparent decision-making process.

Implement a principled and transparent decision-making process for institutional research resource allocation by the 3Q20.

DESCRIPTION

Develop general principles of how to make the decision-making process for research expenditures expressly dependent on good data, and on how to make that process transparent to everyone involved. We know that we cannot crowdsource every funding decision, but we do need to do a much better job of looking at data and trends to inform our decisions (on everything from new equipment, to recruitment priorities, to incentive programs). We also need to move away from the sense that many of the big ticket items arise from back room deals. Finally, when we decide to make an investment, we need to have a clear and fair system for evaluating impact and making course corrections. Most institutions are subject to the "sunk cost fallacy", and we may keep chasing bad ideas because we already spent money on them. A clear milestone driven program will avoid some of that.

KEY TACTICS

- Determine evaluative criteria (quantitative and qualitative) to enable prioritization of resource allocation.
- Delineate the tools needed to generate data for research resource allocation planning and monitoring.
- Identify two committees, one charged with making allocation recommendations to leadership (the Allocation Committee) and one empowered to monitor performance and results associated with these investments (the Monitoring Committee).

- OHSU leadership shall identify and include the largest amount of research resources available to be allocated through this inclusive, transparent process.
- Identify a process for decision-making related to allocation and evaluation that supports both top-down and bottom-up decision-making.
- Identify a process for reporting, among recipients of allocated resources, that is guided by metrics and has a low administrative burden.
- Develop and disseminate a draft policy articulating governance, steering, decision-making and metrics related to allocation and monitoring for funding decisions.
- Develop a system for sharing data on resources that are available for investment, investment decisions, and return on investment such that all people, and particularly leaders (e.g., Chairs) and administrative leads can access this information and compare performance.

PRIORITY OBJECTIVE 6.4. Collaboration platform.

Provide a remote collaboration system to enable effective communication, teaching, healing, and work performance with our partners, students, patients, and employees regardless of location by 4Q21.

DESCRIPTION

OHSU is actively evolving as an institution, moving away from the constraints of geography and a Portland and Oregon-centric service delivery model to embrace a role in delivering healthcare more broadly in the region, while also driving education and research collaborations in the Pacific Northwest, the U.S., and across the world. All of these exciting opportunities require policies, processes, and tools that leverage cloud-based technologies to drive working and collaborating across distances. The need for 21st century collaboration tools and technologies will continue to expand as project teams are formed to deliver on the OHSU 2025 program of work and the supporting Accelerate OHSU initiatives.

KEY TACTICS

- Provide policies, processes, tools, and technologies that will allow OHSU members to work efficiently and effectively from anywhere in the world.
- To provide a suite of collaboration tools that will allow OHSU members to work seamlessly with colleagues in Portland and across the world.

PRIORITY OBJECTIVE 6.5. Classroom technology tools.

Create a platform of integrated technology tools that support all learning environments throughout the learning lifecycle by 4Q23.

DESCRIPTION

The physical and technology learning environment at OHSU will continually evolve to meet the ever-changing needs of our education delivery models so that OHSU learners will have the same high-quality learning experience irrespective of time and location. To achieve this state, investments will be made in classroom and virtual environments as well as in the staff needed to support our learners. Governance and processes will be established to ensure that new technologies are appropriately assessed, and efficient and effective investments are made to maintain our classroom and virtual environments in support of our educational delivery models.

KEY TACTICS

- Empower the academic technology council to provide oversight over all OHSU education technology platforms.
- Update classroom infrastructure to support academic enterprise tools.
- Build a common support team for core academic enterprise tools.
- Consider creating an "Education Technology Incubation Team" which will investigate new ideas for using technology in education at OHSU.

PRIORITY OBJECTIVE 6.6. Optimize clinical operations.

Organize operations to deliver market leading quality and service by 4Q21.

DESCRIPTION

Develop a multi-year approach and plan to support the growth and performance described in OHSU 2025; along with a short-term inpatient bed utilization strategy that identifies optimization opportunities and priorities, including implications for research and education and key enablers for successful execution: bringing higher acuity cases to OHSU, better integrating partner facilities and providers, and expanding community capacity for increasingly complex care.

KEY TACTICS

- Establish strategic oversight structure to optimize OHSU health system hospital operations.

- Use Predictive analytics to address capacity and create shared understanding of opportunities.
- Utilize clinical integration to support the delivery of high quality high reliability care across an integrated system.
- Manage care in the right location to meet patient needs and optimize use of resources, goal to move 10% of the lower complexity/routine care from OHSU Hospital.
- Improved throughput including room turnover and reduced ALOS at OHSU Hospital, especially for home health and post-acute patients.
- Align health plan and provider compensation incentives for use of all available OHSU health system capacity.
- Evaluate benefits and expense of integrating and growing allied health services which may include lab medicine/pathology, pharmacy, imaging, rehabilitation, etc.

OBJECTIVE 6.7. Learner assessment.

Ensure that systems are in place to allow program leaders and managers to identify people who may not advance at an expected rate due to a variety of situations and conditions by 4Q24.

DESCRIPTION

OHSU will be nationally recognized for its use of technology and data analytics in the passive assessment of wellbeing and performance to allow for early and appropriate interventions to be made to ensure the continued success of its faculty, staff and learners. To achieve this OHSU will establish a centralized resource charged with identifying key wellbeing and performance data indicators that can be utilized to help illuminate employees and learners who may be in jeopardy of not performing at expected levels or progressing at expected rates. The central resource will be responsible for developing and disseminating recommendations for the improvement of processes and technological systems used to monitor achievement, health & wellbeing, and advancement of the members of the OHSU community.

KEY TACTICS

- Identify and monitor all data points that may be used to help illuminate faculty, staff and learners who may be in jeopardy of not progressing at an expected rate.
- Inventory current systems, platforms, and processes that monitor faculty, staff and learner achievement, health/well-being and advancement.
- Identify and monitor milestones and markers for achievement for faculty, staff and learners.

- Identify systems that other institutions and/or companies use to track data and progression of employees/learners.
- Develop and disseminate recommendations for the improvement of processes and systems used to monitor achievement, health & wellbeing and advancement of the members of our community.

OBJECTIVE 6.8. Research cores.

New structure supporting optimal core function and promoting scientific innovation by 4Q21.

DESCRIPTION

Complete support of research activities characterize leading academic organizations across the nation. Fundamental support of research includes, but is not limited to, effective and stable pre- and post-award grant support, state-of-the-art and forward looking research cores, sustained support of research strengths/priorities, and a culture of reinvesting in our departments and faculty.

KEY TACTICS

- Establish a new operating structure that supports optimal core function and promotes scientific innovation.
- Provide appropriate institutional and grant-based investments in core operations as well as new technologies, and develop methods to apply this investment based on need, usage, and strategic goals.
- Perform regular review and inventory of research core services, instrumentation, and use.

OBJECTIVE 6.9. Accessible services.

Provide easily accessible physical and virtual space for employee and student services by 4Q24.

DESCRIPTION

All missions are impacted. This would increase overall employee and student engagement, improved wellness and opportunities for collaboration. OHSU is spread over multiple campuses and across the state, we need to think about access and collaboration in a creative and virtual model. OHSU will need to adapt as we move towards a campus that has more partners than ever but with more limited space. We need to balance these constraints with the need to connect and collaborate.

KEY TACTICS

- Pull out key customer service staff from departments to create centralized service centers or retail type kiosks. Provide “help window” or “kiosk” type services that are intended for personal interactions.
- Instant messaging live chat resource developed (24/7 help on benefits, parking, etc.).
- Engagement and collaboration resource development/opportunities could include; Enhance virtual meeting spaces (Office 365 crossover), Increase informal soft seating throughout public space, Increase hotel or drop-in work space (active vs. quiet), a Community garden.

OBJECTIVE 6.10. Active workplace.

Develop a workplace culture that celebrates healthy living and encourages employees to incorporate physical activity into their daily routines, whether through active commuting or other, to live more active lifestyles for health, environmental and overall wellbeing by 4Q21.

DESCRIPTION

All missions.

KEY TACTICS

- Review OHSU policies and contracts to identify and address barriers to active workplace culture.
- Install more secured indoor bike storage, showers, changing spaces, lockers.
- Raise awareness and adoption of flex schedules and telework.
- Identify executive champions to model the behavior we are trying to encourage as a cultural norm
- Explicitly tie non-SOV commute modes to OHSU’s overall mission of health and wellness via branding and communications

OBJECTIVE 6.11. Brand marketing.

Elevate OHSU’s brand and reputation with a strategic marketing program supporting OHSU 2025 objectives, by 4Q22.

DESCRIPTION

OHSU's 2025 people, academic, research and clinical goals have multiple objectives that depend on acquisition of students, faculty and staff recruits, research participants, patients and donors. The tactics outlined are designed to support all of these. OHSU's strong state-wide reputation does not adequately reflect either its national relevance or its system-wide impact. This objective will achieve goals for awareness, preference, volume and quality that span all OHSU missions and audiences, delivering an elevated brand profile tailored both to the institution's present capabilities and its aspirations for 2025.

KEY TACTICS

- Elevate OHSU's national profile.
- Develop strategic, high-reward efforts to promote OHSU's uniqueness for audiences we wish to influence.
- Maximize impact of paid and owned media through carefully selected geographic, programmatic or disciplinary targeting.
- Build long-term loyalty to and engagement with OHSU's research, academic and health missions with the audiences they have served and the donors, elected officials and government agencies who support them.

OBJECTIVE 6.12. Align communications.

Align OHSU Communications mechanisms across all of OHSU by 1Q24.

DESCRIPTION

This objective intersects with nearly every objective in OHSU 2025 across all missions. Restructuring and enhancing the communications infrastructure the success of nearly all other goals and objectives identified in OHSU 2025. Communication is central to growth, change management and ensuring shared vision and values.

KEY TACTICS

- Create an enhanced hub (central support) and spoke (staff embedded in units) model to provide communications across OHSU more efficiently and effectively.
- Develop and launch program of Communication relays
- Consolidate internal and external channels

- Create a unified system of digital signs across campuses.
- Align editorial standards and copy-editing

