



## **OHSU Public Board of Directors Meeting**

**Thursday, January 30, 2025**

**1:15-4:45pm**

**Robertson Life Sciences Building,  
Room 3A001**

**2730 S Moody Ave, Portland, OR 97201**

**or**

**YouTube**

<https://youtube.com/live/VHNrxlVgSzI?feature=share>

**Dial-in Only**

Phone (audio only):

1-503-388-9555 Portland, OR

1-206-207-1700 Seattle, WA

Meeting number (access code): 2866 341 3811



**OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS MEETING  
Public Agenda  
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1:15-4:45pm  
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1:15pm	Call to Order/ Chair's Comments Interim President's Comments	Chad Paulson, J.D. Steve Stadum, J.D.
1:30pm	Public Testimony	Chad Paulson, J.D.
2:00pm	Standing Reports	Amy Miller Juve, Ed.D., M.Ed. Erin Madriago, M.D., FASE
2:15pm	Lessons Learned and Key Priorities	Steve Stadum, J.D.
2:30pm	Presidential Search Committee Update	Susan King, M.S., RN, CEN, FAAN
2:40pm	OHSU Onward: FY25 H1 Financial Results	Lawrence Furnstahl
3:10pm	FY24 Quality & Safety Report	Renee Edwards, M.D., MBA Clea McDow, MPH, HA
3:30pm	Update from Office of Civil Rights Investigations and Compliance	Angela Fleischer, MSW, LCSW, CFP-A
3:50pm	2025 State Legislative Session	Julie Hanna
4:10pm	Results of FY25 Engagement Survey	Isaac Dixon, Ph.D. Ernest Perry, Jr., PMP, SPHR Steve Stadum, J.D.
4:30pm	Recognition of Service for Wayne Monfries <b>(ACTION)</b>	Chad Paulson, J.D.
4:45pm	Meeting adjourned	



Date: January 20, 2025

To: Oregon Health & Science University Board of Directors

From: Amy Miller Juve, Senate President and Professor, Anesthesiology & Perioperative Medicine, on behalf of the OHSU Faculty Senate

**Senate highlights and appreciations:**

- Faculty Senate Winter Social, January 9<sup>th</sup>, 2025: Thank you to the faculty and senior leaders who attended the Senate Winter Social. It was the highest attended social we have had post-COVID. We hope to continue the upward trend in attendance.
- Distinguished Faculty Awards Ceremony, January 17<sup>th</sup>, 2025: This year marked the 29<sup>th</sup> year of this celebratory event. Faculty Senate is exceptionally proud of being able recognize our faculty colleagues and we appreciate the support of the OHSU Foundation, the President, the Provost, and the Senate Awards Committee for helping to make these awards possible. Each year, the Senate recognizes faculty in 6 categories (teaching, research, service, leadership, collaboration, and excellence of an early career faculty). The award categories rotate through the schools and affiliated units annually. Please see the attached program to read more about the finalists and winners.
- Increased presence of, and continued access to, senior leaders: Faculty Senators and faculty have appreciated the increased presence of senior leaders on campus. We continue to be appreciative of leaders across the institution and their willingness to meet and engage with faculty about institutional decisions and faculty concerns and suggestions. We look forward to more visits to our various workspaces and units, facilitating more one-on-one connections.
- Interim President Stadum: Mr. Stadum has been a welcomed presence on campus. Specifically, we appreciate his clear messaging about the absolute need to improve employee engagement (as measured by the Press Ganey Survey) and his expectation that all employees, learners, and leaders are accountable for creating a respectful and inclusive environment. Culture change is essential, and we very much value his ongoing efforts to hold everyone accountable and his engagement with the Senate to bring about improvement.

## Areas of focus and updates:

- Policies/procedures:
  - The academic freedom policy that we introduced to you in September has been reviewed by Drs. Chisholm-Burns and David Robinson. Next steps include sending the updated draft to the Senate and additional stakeholders for feedback. The goal is to have it approved by the Policy Advisory Committee by mid-Spring.
  - A draft of the faculty performance improvement plan and progressive disciplinary process has been completed by a workgroup of Senators and the Physician Advisory Council members. A draft of the recommended process and plan template are ready for review by Faculty Senate, the Provost's office, and Human Resources.
- Online training modules review: Faculty and staff are feeling an increased burden over the growing number of required online learning modules each year that require many work hours to complete. Faculty Senate will work to identify the annual training requirements for faculty, understand the goals for each training session, and learn what metrics are being collected to demonstrate effectiveness.
- Legacy: We reported at the last Board meeting that Faculty Senate convened a work group focused on the potential integration with Legacy. The work group has connected with Dr. Atif Zaman to identify how faculty can partner to inform the integration work. Specifically:
  - How this integration will support opportunities for all missions.
  - Communicate and identify solutions for faculty concerns.
  - Ensure we accurately communicate the diversity of opinions among faculty related to the Legacy integration.
- Leadership and employee transitions/layoffs: Faculty and staff continue to experience disruptions due to layoffs and departures/transitions of beloved leaders and colleagues. These changes can make for a challenging work environment. We will continue to advocate for exit and stay interviews and data to better assess why people leave/step down. We hope to identify and suggest actions that OHSU can take to retain our talented faculty and staff.

Sincerely,



Amy Miller Juve, Ed.D, M.Ed.

OHSU Faculty Senate President, on behalf of the OHSU Faculty Senate

OHSU FACULTY SENATE



# 2024 Distinguished Faculty Awards Ceremony

Friday, January 17<sup>th</sup>



# PROGRAM

## WELCOME

Amy Miller Juvé, Ed.D., M.Ed.  
PRESIDENT, FACULTY SENATE

## OPENING COMMENTS

Steve Stadum, J.D.  
INTERIM PRESIDENT, OHSU

Marie Chisholm-Burns, Pharm.D., Ph.D., M.P.H.,  
M.B.A., FCCP, FASHP, FAST, FACHE  
EXECUTIVE VICE PRESIDENT & PROVOST, OHSU

Kate Azizi, M.B.A., CDE  
OHSU FOUNDATION PRESIDENT

## INTRODUCTION OF THE DISTINGUISHED FACULTY AWARDS

Carmem Pfeifer, D.D.S., Ph.D.

Jens Kreth, Ph.D.

Kirsten Lampi, M.S., Ph.D.

FACULTY SENATE AWARDS COMMITTEE CO-CHAIRS

## PRESENTATION OF CLOSING COMMENTS

Amy Miller-Juvé, Ed.D., M.Ed.  
FACULTY SENATE PRESIDENT

## School of Medicine: Outstanding Teaching

Introduction: **Marcel Curlin, M.D.**

SCHOOL OF MEDICINE SENATOR

### FINALISTS

**Nicole A. Steckler, PhD**

Professor of Management

**Erin Conner, MD, FAAP**

Assistant Professor of Anesthesiology & Perioperative Medicine

**Lauren Sigman, MD**

Assistant Professor of Emergency Medicine

**Susanne W. Duvall, PhD, ABPP-CN**

Associate Professor of Pediatrics & Psychiatry

## School of Nursing: Outstanding Service

Introduction: **MinYoung Song, Ph.D., RN, FNP, FAHA**

SCHOOL OF NURSING SENATOR

### FINALISTS

**Margaret Rhoads Scharf, DNP, PMHNP/CNS-BC**

Associate Professor of Clinical Nursing & Director of the Psychiatric  
Mental Health Nurse Practitioner Program

**Linda Paul, RN, PhD**

Clinical Assistant Professor & Assistant Dean for Portland Undergraduate Programs

**Lisa Osborne-Smith, Ph.D., CRNA, FAANA**

Associate Professor, School of Nursing

**Kat Hammond DNP FNP-C APRN CEN**

Assistant Professor, OHSU Portland Undergraduate Nursing Program

## School of Pharmacy: Outstanding Excellence

Introduction: **Adriane Irwin, M.S., PharmD, BCACP, CDE**

CHAIR OF THE DEPARTMENT OF PHARMACY PRACTICE

### FINALISTS

**Kendall J. Tucker, PharmD, MS, BCPS, BCIDP**

Assistant Professor (Clinical), College of Pharmacy

**Kevin Brown, PhD**

Associate Professor, College of Pharmacy

**Susan Morley, Pharm.D., MS, MBA**

Senior Instructor I, College of Pharmacy

**Natalea Braden-Suchy, PharmD, BCACP**

Clinical Assistant Professor, College of Pharmacy

## Affiliated Units/Institutes: Outstanding Teaching

Introduction: **Lawrence Williams, M.S.**

OTHER ACADEMIC UNITS SENATOR

### FINALISTS

**Lisa Hatfield, EdD, MA, MAT**

Associate Professor & Director, Teaching & Learning Center

**Constance Tucker, M.A., Ph.D.**

Associate Professor, Academic Affairs & Vice-Provost,  
Educational Improvement & Innovation



## School of Public Health: Outstanding Research

Introduction: **Joe Needoba, M.D.**

CHAIR OF THE SCHOOL OF PUBLIC HEALTH RESEARCH COMMITTEE

### FINALISTS

**Kathleen F. Carlson, MS, PhD**

Professor, Epidemiology, OHSU-PSU School of Public Health & Core Investigator

**Willi Horner-Johnson, PhD**

Professor, Institute on Development & Disability, OHSU-PSU School of Public Health

**Jonathan M Snowden, PhD**

Associate Professor, School of Public Health, OHSU-PSU

**Paul G. Tratnyek, Ph.D.**

Professor, OHSU-PSU School of Public Health

## School of Dentistry: Outstanding Collaboration

Introduction: **Jens Kreth, Ph.D.**

SCHOOL OF DENTISTRY SENATOR

### FINALISTS

**Lyndie Foster Page, BSc, BDS, MComDent, PhD**

Professor, School of Dentistry & Division Head of Dental Public Health

**Saulo L. Sousa Melo, DDS, MSD, PhD, MS**

Associate Professor of Oral & Maxillofacial Radiology

**Jonathon L. Baker, Ph.D.**

Assistant Professor, Department of Oral Rehabilitation & Biosciences

**Jeffrey C. Nickel, DMD, MSc, PhD**

Professor & Director, Advanced Education Program in Orthodontics & Dentofacial Orthopedics

# School of Medicine Outstanding Teaching Finalists



## Nicole A. Steckler, PhD

Professor of Management

Niki Steckler PhD (she, her, hers) is Professor of Management in the Division of Management within OHSU's School of Medicine. She is passionate about increasing human sustainability in healthcare and health sciences institutions. The meaningful purpose that gets her out of

bed in the mornings is preparing grassroots leaders to co-create energizing and equitable workplaces where people thrive and want to come to work. Dr. Steckler teaches Leadership courses in the university's MS in Healthcare Administration, Healthcare MBA, and Masters in Clinical Research degree programs. She has co-developed and contributed to highly-regarded OHSU professional development courses including Paths to Leadership, Mid-Career Clinical Leadership Development Program, Lead Mentors Program and the Relational Leadership Institute. Dr. Steckler earned a Ph.D. in Organizational Behavior from Harvard University. When not at work she enjoys knitting and crocheting rainbows out of yarn, and dancing in the kitchen with her beloved partner of 30 years. She is inspired by the meaningful differences she witnesses playing out through her students' and colleagues' words and actions.



## Erin Conner, MD, FAAP

Assistant Professor of Anesthesiology & Perioperative Medicine

As a former OHSU medical student one of the greatest gifts of returning as faculty has been working with the next generation of graduates. I do this primarily through my role as the Director of Medical Student Education for the Anesthesiology department (APOM). I am the faculty lead

on all teaching, research, clinical, mentoring and advising experiences for every medical student who interfaces with our department. I provide high quality, individualized attention to 40-50 medical students annually identifying me as their primary mentor and I advise all OHSU students who apply to anesthesiology residency. I coordinate Clinical Skills Lab facilitators and preceptors from APOM, serving as a facilitator and preceptor myself many times. I have created innovative new curricula for medical students, residents and fellows including new clerkships and continuity rotations, mock oral board curriculums and journal clubs. I frequently mentor trainees in the development of scholarly material, publications, and presentations. My work has been recognized by multiple education awards including our departmental Faculty Excellence in Education and the SOM Excellence in Medical Education Career Advising awards. I also hold a funded academic position in the Entrustment Group at OHSU, contributing to the national movement towards standardizing medical education evaluation.



## **Lauren Sigman, MD**

Assistant Professor of Emergency Medicine

Dr. Sigman as an assistant professor in the Department of Emergency Medicine. She completed medical school at Boston University School of Medicine and then residency at the Los Angeles County + University of Southern California Emergency Medicine Residency. She came to

OHSU in 2019 as a fellow in the Medical Education and Scholarship Fellowship. Upon completion of fellowship in 2021, she was hired as the Director of Undergraduate Medical Education for the Department of Emergency Medicine. In this role, she oversees 17 EM clerkships at 9 sites across the state and serves as the Residency Specialty Advisor for all students applying into EM. She also serves as a Core Education Faculty Member for the OHSU EM Residency, as an OASIS Career Advisor for students interested in EM and OB/GYN, and is the Co-Block Director of the Cardiopulmonary and Renal first-year medical student course.



## **Susanne W. Duvall, PhD, ABPP-CN**

Associate Professor of Pediatrics & Psychiatry

As Associate Director and chair of the practicum and curriculum committees, Dr. Duvall co-created the 174 credit Clinical Psychology PhD (CPP) program and co-authored program proposals and self-studies resulting in CPP obtaining national accreditation in 2022. She has overseen or co-developed student and faculty guidelines, student learning objectives and assessment procedures.

She developed and now teaches two novel and innovative courses in the program and oversaw the development of 20+ new courses and syllabi. She developed a network of 50+ clinical sites for CPP, oversees the multi-year clinical training trajectories and co-created the Collaborative Clinical Practicum Training Program in partnership with the Doctor of Nursing Practice program. She has supported dissemination of CPP's novel program through national presentations focused on innovations in psychology education with a focus on enhancing representation and diversity through increasing access and reducing barriers. In her leadership role as part of the Education Advisory Committee for APA Division 40 she co-sponsored several panels and workshops at national conferences focused on outreach and supporting diverse learners. Additionally, Dr. Duvall lectures, promotes scholarship and precepts for psychology graduate students, interns and postdoctoral residents through the Department of Pediatrics and Institute on Development and Disability.

## School of Nursing Outstanding Service Finalists



### **Margaret Rhoads Scharf, DNP, PMHNP/ CNS-BC**

Associate Professor of Clinical Nursing & Director of the Psychiatric/Mental Health Nurse Practitioner Program

Dr. Scharf began as a language major but during graduate work, refocused to nursing. Psychiatry was the focus of a master's degree (University of Minnesota) and DNP (OHSU) with also becoming a Family Nurse Practitioner.

She was the first Psychiatric NP licensed in Nebraska and the first NP to receive hospital privileges in 1993, with a practice covering the Nebraska Panhandle. Her career path was inspired by her father, a psychiatrist and academic and consequently she has held both practice and academic positions for 44 years at three public universities, graduating hundreds of PMHNPs. Practice is dedicated to severely mentally ill populations. In North Dakota she served on the first RAIN grant (Recruiting American Indians into Nursing), and in Nebraska, served as the first NP representative to the State Board of Nursing and served 14 years on the Board of Mental Health for the Nebraska Panhandle. She was an officer for the International Society of Psychiatric Nurses. She has been director of the PMHNP program at OHSU for 15 years and three times has served as interim Director of the DNP program for a total of 9 out of its 17 years! Dr. Scharf has 44 years on committees, governance positions, grants, task forces, student advising and consulting roles as part of expected academic service. For the last 5 years, time given in service has moved beyond standard academic expectations to include mentoring new leaders, sharing expertise, providing informal leadership and guiding curriculum revision and evaluation for SON graduate practice programs.



### **Linda Paul, RN, PhD**

Clinical Assistant Professor & Assistant Dean for Portland Undergraduate Programs

Linda Paul is the Assistant Dean for Portland Undergraduate programs and has been a faculty member at the School of Nursing for the past 9 and a half years. She is currently the School of Nursing faculty president.

She has been integral in the establishment of the Accelerated nursing program in Bend as well as the development of the Wy'east nursing pathway for American Indian and Alaska Native students. Linda has 30 years of nursing experience which has included everything from acute care, diabetes education, hospital administration and home health with her experiences from the East Coast to the West Coast, the Navajo Reservation and much in between. Linda is extremely thankful to the faculty who nominated me for this award. It is the faculty and students that make her work so rewarding.



## **Lisa Osborne-Smith, PhD, CRNA, FAANA**

Associate Professor, Program Director, School of Nursing  
CRNA, Adjunct Instructor of Anesthesiology & Perioperative  
Medicine, School of Medicine

Lisa Osborne-Smith has been the program director for the OHSU Nurse Anesthesia Program for 8 years. She maintains an active clinical practice as a CRNA in the department of anesthesia and perioperative medicine.

She has been an OHSU faculty senator, chair of the APRN Committee for the School of Nursing, and the Associate Editor of the AANA Journal. She maintains an active program of research. Prior to coming to OHSU, she retired as a Navy Captain after a 26-year career. She and her husband are thrilled to have settled in Oregon after years of frequent moves.



## **Kat Hammond DNP FNP-C APRN CEN**

Assistant Professor

Kat Hammond DNP FNP-C APRN CEN graduated from the University of Miami with a Bachelor of Science in Nursing and OHSU with a Master of Nursing and a Doctor of Nursing Practice. She started her nursing career in the emergency department and eventually became a Family Nurse Practitioner. She has worked

in a wide variety of settings including school-based health, family planning, global health, the emergency department, and public health. She currently teaches in the OHSU Portland Undergraduate Nursing Program with a focus on pharmacology and acute care nursing. In addition to her teaching responsibilities, she enjoys serving OHSU on several committees, most notably as the chair of the Faculty Practice Advisory Group and the Undergraduate Council. She serves as a board member of the Oregon Emergency Nurses Association and a committee member for the Oregon Board of Pharmacy Public Health and Formulary Advisory Committee. Beyond the state of Oregon, she has served as a committee member and chair of the Emergency Nurses Association (ENA) Conference Education planning committee and was recently selected as a member of the ENA Peer Reviewed Education Committee. Her current areas of scholarship include emergency nursing and best practices in the faculty advisory role.

## College of Pharmacy Outstanding Excellence Finalists



### **Kendall J. Tucker, PharmD, MS, BCPS, BCIDP**

Assistant Professor (Clinical)

Dr. Tucker is a board-certified pharmacotherapy and infectious diseases specialist with graduate training in clinical research and informatics. He is an assistant professor (Clinical) at the College of pharmacy and practices with the Family Medicine Inpatient Service at OHSU, where he also provides an experiential education site for pharmacy students. Dr. Tucker teaches pharmacotherapeutics and coordinates the third-year fall practice lab. Before his faculty appointment, he completed an infectious disease, epidemiology & outcomes research fellowship at OSU & OHSU. He also completed a PGY1 residency at the University of New Mexico Hospital and a PGY2 residency in infectious diseases at Novant Health Forsyth Medical Center. Dr. Tucker is a graduate of the South Carolina College of Pharmacy at the University of South Carolina. His academic and clinical interests include antimicrobial stewardship, clinical decision support, quality improvement and implementation science.



### **Kevin Brown, PhD**

Associate Professor

Kevin Brown is an Associate Professor jointly in the College of Pharmacy and the School of Chemical, Biological, and Environmental Engineering at Oregon State University. He received his B.S. in physics and B. A. in mathematics from Louisiana State University and his PhD in theoretical physics from Cornell University.

He was a Helen Hay Whitney Foundation fellow in Molecular and Cellular Biology at Harvard University, a postdoctoral fellow in Physics at the University of California, Santa Barbara, and an assistant professor in Biomedical Engineering at the University of Connecticut prior to coming to OSU in 2018. He is a complex systems scientist and systems biologist, whose application areas and collaborators span molecular biology, cognitive science, computational neuroscience, statistical signal processing, and even oceanography. He has published more than fifty research articles, book chapters, review articles, and conference proceedings, and has an h-index of 24 and more than 5,900 total citations. He has served on national grant review panels, reviewed for fourteen different journals, and is an academic editor at PLoS ONE. He is a committed teacher and mentor to graduate and undergraduate students.



## **Susan Morley, PharmD, MS, MBA**

Senior Instructor I

Susan Morley joined the OSU College of Pharmacy in 2017. She previously served as an Assistant Professor of pharmacy practice for six years at Lipscomb University College of Pharmacy and Health Sciences in Nashville, Tennessee

and has held various leadership positions in the U.S. Navy, specialty, hospital, and retail pharmacy environments. She received her Doctor of Pharmacy degree at the University of Tennessee Health Sciences Center College of Pharmacy along with a Master of Business Administration and a Master of Science in Sustainability from Lipscomb University. She currently teaches in various courses across the pharmacy curriculum and is the Pharm.D./MBA dual degree advisor for the college.



## **Natalea Braden-Suchy, PharmD, BCACP**

Clinical Assistant Professor

Dr. Natalea Braden-Suchy is a clinical assistant professor at the Oregon State University College of Pharmacy. She received a B.A. in Biological Sciences and her PharmD from the University of Southern California.

She then went on to complete an PGY1 ambulatory care residency at the University of Southern California. Throughout her career she has been passionate about health equity and culturally inclusive care. Her clinical practices have all been in federally qualified health centers serving those who are often most vulnerable, with her current practice sites being in rural Oregon communities. Her practice sites also serve as a training location for students in the second and fourth years as well as for the OSU community-based residency program where she also serves as the residency program director. Her service work has been with organizations locally and nationally to prevent health disparities and improve access to care.



## Affiliated Units & Institutes Outstanding Leadership Finalists



### **Lisa Hatfield, EdD, MA, MAT**

Associate Professor & Director, Teaching & Learning Center

I have the honor of working with educators across OHSU as director of the Teaching and Learning Center (TLC). I have collaborated with learners and educators in higher education for nearly 25 years – at Portland State

University, Lewis & Clark College, Portland Community College, and Marylhurst University. Before that, I taught high-school students and, before that, worked as a journalist. My personal and professional experiences all have shaped my views about perspective taking and contextual considerations in learning, education, and systems. I am grateful for the daily opportunities I have to learn from the OHSU community.



### **Constance Tucker, MA, PhD**

Associate Professor, Academic Affairs  
Vice-Provost, Educational Improvement & Innovation

Dr. Constance Tucker is the Vice Provost of Educational Improvement and Innovation and an Associate Professor at Oregon Health & Science University (OHSU).

With over 17 years of experience in health professions education, she leads efforts in teaching excellence, library and information science, educational technology, learner assessment, and faculty development. Her recent research focuses on assessment of student learning, educational research methodologies, and practices to support anti-racist institutional activities. She has published in prominent journals such as JAMA Network Open, Medical Teacher, and Academic Medicine. Dr. Tucker holds a BA in French from Washington University in St. Louis, an MA in Student Affairs in Higher Education from the University of Iowa, and a PhD in Educational Psychology from the University of Memphis. She currently serves on the board of the Association of Assessment of Learning in Higher Education and the Portland Willamette Valley Chapter of Jack and Jill of America, Inc. Outside of her professional life, she enjoys traveling with her family, spending the day by the ocean, and taste-testing tiramisu.



## School of Public Health Outstanding Research Finalists



### **Kathleen F. Carlson, MS, PhD**

Professor, Epidemiology, OHSU-PSU School of Public Health & Core Investigator, VA Portland Healthcare System

Kathleen Carlson, MS, PhD is a Professor of Epidemiology at the Oregon Health & Science University-Portland State University School of Public Health, and a Core Investigator with the VA Portland Health Care System's Health Services Research Center of Innovation. Dr. Carlson completed her BS degree at Oregon State University, and her MS and PhD degrees at the University of Minnesota School of Public Health, focused on injury and violence epidemiology. Dr. Carlson's research examines the spectrum of injury and violence prevention, from the epidemiology of intentional and unintentional injuries to the rehabilitation of military veterans with combat injuries and comorbid mental health disorders. She also leads the OHSU Gun Violence Prevention Research Center, focused on using the tools of public health to reduce firearm-related injury and death in Oregon and nationwide. Dr. Carlson teaches and mentors MPH and PhD students in epidemiology and research methodology, and mentors health services research postdoctoral fellows and career development awardees at the Portland VA. Her national leadership roles include serving as Chair of the Injury Control and Emergency Health Services section of the American Public Health Association and on the Board of Directors of the Society for the Advancement of Violence and Injury Research.



### **Willi Horner-Johnson, PhD**

Professor, OHSU-PSU School of Public Health & OHSU's Institute on Development and Disability

Willi Horner-Johnson, PhD, is a Professor in the OHSU-PSU School of Public Health and in OHSU's Institute on Development and Disability. Her research centers on health of people with disabilities, with an emphasis on inequities in social drivers of health and potentially preventable adverse outcomes. She is particularly interested in sexual and reproductive health of disabled people, including contraceptive use and decision-making; pregnancy planning, experiences, and outcomes; and disparities in receipt and quality of reproductive health care. Much of her research applies an intersectional lens to examine cumulative disparities that may impact people with disabilities who experience multiple forms of oppression (e.g., racism, sexism, and/or heterosexism along with ableism). Dr. Horner-Johnson directs the Oregon Office on Disability and Health and co-directs the National Center for Disability and Pregnancy Research. She is Principal Investigator of an NIH-funded project on reproductive decision-making among women with developmental disabilities. She is also co-Principal Investigator of NIH-funded studies on perinatal disparities at the intersection of race and disability, and reproductive health care barriers and disparities affecting disabled adolescents and young adults. She is a past chair of the American Public Health Association's Disability Section and an editorial board member for Disability and Health Journal.



## Jonathan Snowden, PhD

Associate Professor, School of Public Health, OHSU-PSU  
Department of Obstetrics & Gynecology, OHSU

Jonathan Snowden's research focuses on maternal health, advanced methods, and health equity. In his decade+ research career at OHSU, Dr. Snowden has helped uncover alarming trends in maternal health in the US, and shined a light on prevention mechanisms to enable improvement.

His maternal health studies have been funded by NIH, and he helps shape the national agenda on this topic as an expert consultant (for AHRQ), a peer reviewer (for the National Academy of Medicine's 2020 consensus report on maternal health), and an associate editor for PCORI's post-award research portfolio on maternal health. As a methodologist, he has pioneered rigorous and novel approaches to improve data quality and validity of studies using routinely-collected data such as electronic health records and insurance claims. He is a member of the editorial board for the American Journal of Epidemiology. Health equity is the guiding principle of career, including racial equity, disability, LGBT health, and their intersections. His maternal health and methodological research has been highlighted on the global level, including a podium session at the inaugural European Perinatal Epidemiology Conference held in Stockholm (September, 2023).



## Paul G. Tratnyek, PhD

Professor, OHSU-PSU School of Public Health

Dr. Paul G. Tratnyek is a Professor in the OHSU-PSU School of Public Health at the Oregon Health & Science University. He earned a B.A. in Biochemistry from Williams College in 1980 and a Ph.D. in Applied Chemistry from the Colorado School of Mines in 1987. Following his doctoral studies, he

served as a National Research Council Postdoctoral Fellow at the U.S. Environmental Protection Agency Laboratory in Athens, Georgia, and then as a Research Associate at the Swiss Federal Institute for Water Resources and Water Pollution Control in Zurich, Switzerland. In 1991, he became an Assistant Professor at the Oregon Graduate Institute, which later became OHSU's OGI School of Science & Engineering, and then Institute of Environmental Health. His research primarily focuses on the chemical processes affecting environmental contaminants, with particular attention to their fate and effects. Recently, his work has focused on the most important class of emerging contaminants: perfluoroalkyl substances (PFAS, aka "forever chemicals"). His research on PFAS includes (i) predicting their partitioning across environmental compartments such as water and biota, and (ii) developing methods for PFAS degradation that are applicable to drinking water treatment.

## School of Dentistry Outstanding Collaboration Finalists



### **Lyndie Foster Page, BSc, BDS, MComDent, PhD**

Professor, School of Dentistry & Division Head of Dental Public Health

Dr. Lyndie Foster Page a dental epidemiologist and dental public health specialist, she commenced her career in general dental practice in New Zealand, before working for the next 15 years in dental public health in New Zealand.

She began her research career at the University of Otago in 2008 with epidemiological and clinical research encompassing a wide range of oral conditions, problems and settings, with the main areas of oral health inequalities and inequities, self-reported oral health, dental caries management, and dental professional education. Her particular interest is in health services research with translation to health policy and she has fostered links with both primary care and industry to reach these goals. She joined OHSU in October 2022 as the Division Head of Dental Public Health. In this time, she has continued her collaborative approach widely within OHSU, nationally and internationally with a focus on improving the oral health of communities.



### **Saulo L. Sousa Melo, DDS, MSD, PhD, MS**

Associate Professor of Oral & Maxillofacial Radiology

Dr. Sousa Melo is an Associate Professor of Oral and Maxillofacial Radiology at OHSU School of Dentistry, where he serves as Senior Director of Imaging and Radiation Safety and Course Director of the Oral Radiology curricula.

A diplomate of the American Board of Oral and Maxillofacial Radiology, Dr. Sousa Melo leads OHSU's Imaging Interpretation services, providing expert radiology reports to practitioners nationwide. In addition to his academic roles, Dr. Sousa Melo has served as Councilor for Public Policy and Scientific Affairs at the American Academy of Oral and Maxillofacial Radiology and the Regional Director for North America at the International Association of Dentomaxillofacial Radiology. His collaboration extends to the Commission on Dental Accreditation and the Oregon Health Authority, where he has spearheaded updates to dental standards and advanced radiation safety practices. As an educator, Dr. Sousa Melo has enriched predoctoral, graduate, and residency programs, fostering interdisciplinary collaboration across OHSU's Schools of Dentistry and Medicine. His research contributions, including co-investigator roles on grants, have advanced diagnostic imaging and safety. Driven by a commitment to service, teaching, and innovation, Dr. Sousa Melo's collaborative achievements exemplify his dedication to advancing dental education and oral radiology.



## **Jonathon L. Baker, PhD**

Assistant Professor, Department of Oral Rehabilitation & Biosciences

Jonathon Baker, PhD, joined the Department of Oral Rehabilitation & Biosciences at OHSU in 2023. Dr. Baker has over 16 years of experience in microbiology, virology, immunology, molecular biology, biochemistry, and bioinformatics research. The research in Dr. Baker's laboratory leverages emerging technologies in bioinformatics and molecular biology to answer fundamental questions regarding the ecology, physiology, and pathogenesis of the human oral microbiome. This research has discovered new species of bacteria and novel biosynthetic pathways, and has the long-term goal of improving overall human health by better understanding how the ecosystems within the mouth work and interact with the human host. Dr. Baker's research has been continuously funded by NIH since 2013. Originally from Rochester, NY, Dr. Baker has a PhD in Microbiology & Immunology from the University of Rochester School of Medicine & Dentistry and a BS in biology from SUNY Geneseo. Prior to joining the faculty at OHSU, Dr. Baker conducted research in the Genomic Medicine Group at the J. Craig Venter Institute, the Department of Pediatrics at the UC San Diego School of Medicine, the Department of Oral Biology at the UCLA School of Dentistry, and in the Vaccine Research and Early Development group at Pfizer, Inc.



## **Jeffrey C. Nickel, DMD, MSc, PhD**

Professor & Director, Advanced Education Program in Orthodontics & Dentofacial Orthopedics

Dr. Nickel received his formal education in Canada, completing his MSc degree/Orthodontics Certificate in 1987 and PhD degree in 1992. Before taking a faculty position at OHSU in 2018, Jeff served as faculty at the University of Manitoba, University of Nebraska Medical Center, and University of Missouri-Kansas City. In addition to his current appointment at OHSU, he is an adjunct faculty member at the University at Buffalo School of Dental Medicine. Dr. Nickel's current responsibilities include graduate program administration, plus clinical and didactic teaching, and research. Dr. Nickel has been funded by the NIH since 2006. He has been involved in the clinical practice of orthodontics for several decades. He continues to serve on NIDCR study section, and as a member-at-large on the American Association of Orthodontists Council on Scientific Affairs. Jeff's research is focused on the neuromechanics and behavior of the human craniomandibular complex, with special interests in growth, development, and degeneration of the temporomandibular joint, and chronic pain associated with temporomandibular disorders.

## ACKNOWLEDGEMENTS

Congratulations to all of the finalists and nominees for the  
2024 Faculty Senate Awards.

We would like to thank all of the OHSU faculty that nominated their  
fellow faculty members for this year's awards.

To the external community members and students at OHSU,  
thank you for providing letters of reference for each of the nominees.

To the OHSU Foundation, thank you for your generous support  
of these awards each and every year.

To the Faculty Senate Awards Committee, thank you for taking the time  
to review each of the nominations and present the awards for each  
category.

To the Provost Administration, thank you for your support of the  
Faculty Senate.

Thank you all for your enthusiastic support and we look forward to  
continuing to recognize our faculty for their contributions and  
exceptional effort in support of OHSU's mission.

## AWARD CATEGORIES

**The Teaching Award** recognizes a faculty member as an outstanding educator who has demonstrated a sustained and significant record of meritorious academic accomplishments. Tangible evidences of outstanding teaching may include, but is not limited to: the receipt of teaching awards within a unit; development of new courses; utilization of innovative teaching methods; extensive participation in continuing education and outreach programs; publication of textbooks in their discipline; service on national and state testing and accreditation boards; participation in the efforts of national organizations dedicated to the identification and implementation of academic standards in the various disciplines; exemplary mentoring of students; a record of scholarship enhancing one of the university's undergraduate, professional or graduate programs.

**The Service Award** recognizes a faculty member who demonstrates extraordinary service to the university. Tangible evidence of service may include participation in departmental activities; work on school and university standing committees; work on special administration activities (e.g., accreditation reports, fiscal advisory roles, interim appointments); appointments to positions of considerable responsibility (e.g., department chair, program director, division head, etc.); work on nonacademic student matters (e.g., advising and counseling); participation on local community projects (e.g., high school mentor programs); work on national committees and organizations that represent the individual's academic discipline; receipt of awards or honors for service to the university or any of its units; activities that enhance the image of the university on a local and/or national level.

**The Excellence Award** recognizes contributions made by a faculty member who may be at the assistant professor level or has 10 years or less service to the university and is producing tangible evidence of excellence in a single area such as service, leadership, teaching, collaboration, research or in a combination thereof. Demonstrations of excellence include participation in activities at the departmental, school and university level or in community projects; demonstration of leadership by substantial contributions towards advancing the missions of the university; unselfish giving to the community; outstanding contributions to teaching and academic program; collaborative and cooperative professional effort within the university or with community partnerships and demonstrated potential of sustainable research productivity.

**The Leadership Award** recognizes a faculty member who leads by example and demonstrates substantial contributions towards achieving the missions of the university. Leadership can be acknowledged at the level of the department, unit, university, state, national or international arenas. The nominee's contribution should extend beyond their job descriptions and reflect their unselfish giving to the community as a whole. It is anticipated that their example will be the impetus for change that results in an improvement in the ways things are done at OHSU or in their respective field. This change could be manifest in an increase in research productivity, improvement in teaching techniques and application of new technology, creation of a new clinic, institute or methodology advancing diagnosis and therapy of disease, or innovation in public policy and its implementation. Although the change might be confined to the university, it should be a benefit recognized by the community at large as well.

**The Research Award** recognizes a faculty member for their excellence based on evidence of sustained research productivity spanning a period of at least five years, and upon the quality and impact of the research as judged by its influence on the field or on public policy, and by its perceived benefits to the community and/or industry. The nominee must have evidence of local, national, or (preferably) international recognition of excellence in research. Tangible forms of evidence that the individual selection committees of the units and the awards committee may weigh in making their decisions include (but are not limited to) the nominee's publication record, research awards and grants, invited participation in scholarly symposia, patents, and testimonial letters from colleagues and other relevant groups or individuals.

**The Collaboration Award** recognizes a faculty member for their outstanding work in cooperative professional endeavors that involve common goals, coordinated effort and outcomes for which the participants share both responsibility and credit. Faculty collaboration can take many different forms and can occur in a variety of settings, including teaching, research, service and practice. The achievements of the faculty are likely to involve collaborative efforts of multi-units within the university and/or community partnerships. Collaboration has the potential to increase productivity, use of resources, motivation, creativity, and innovation. Individual selection committees within units, as well as the awards committee, may consider each of these criteria in guiding their decisions. The award for collaboration may be presented to an individual or reflecting the nature of collaborative efforts, shared between the members of the collaboration.

# ABOUT THE AWARDS

The Distinguished Faculty Awards program was established by the Faculty Senate of OHSU to recognize outstanding performance by members of the faculty. The categories rotate among the different schools and affiliated units on an annual basis. Nominations were reviewed by committees from the individual units and their recommendations forwarded to the Faculty Senate Awards Committee for final selection. Thanks to OHSU Foundation support, each nominee will receive a certificate and a check for \$500 and the award winner in each category will receive a plaque and a check for \$3,500. In addition, the names of the awards winners will be engraved on memorial plaque for permanent display.



OHSU is an equal opportunity, affirmative action institution.





January 22, 2024

To: Members, OHSU Board of Directors

From: Lawrence J. Furnstahl  
Executive Vice President & Chief Financial Officer

Re: Financial Report for January 30<sup>th</sup> Meeting

The enclosed report provides an update on FY25 financial results through the first 6 months. OHSU's operating loss is \$(33)m, a quarter smaller than budgeted and 50% smaller than the first half of last year. Year-over-year, revenues are up 12% and expenses are up 10%. Patient activity shows broad-based growth above targets, especially in non-hospital pharmacy and oncology services.

Consolidated net worth is down \$(185)m through December, largely due to implementation of the new GASB 101 accounting standard, which required recording a \$(255)m liability on July 1st for paid leave that cannot be cashed out. Partially offsetting this non-cash accounting adjustment are market returns on investments held at OHSU and the Foundation. In addition, Moda has paid back in full the \$50m surplus issued in 2014.

Budget planning is now underway. At a November President / EVP retreat, we agreed on a rolling three-year budget approach with firm targets for FY26 and softer ones for FY27 and FY28. We are also implementing a "braided" budget process that includes more iteration between Finance and Operations / Missions, at both the EVP and the next two levels of leadership, prior to setting the final targets for FY26 and the soft targets for FY27 and FY28. We hope that this new approach will increase alignment while surfacing operational level issues and programmatic concerns earlier.





# OHSU Onward: FY25 H1 Financial Results

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OHSU Board of Directors / January 30, 2025

# Overview of FY25 December YTD Results

- OHSU's operating loss through 6 months is \$(33)m, a quarter smaller than budgeted and 50% smaller than the first half of last year.
- Year over year, revenues are up 12% and expenses are up 10%.
  - *These comparisons are adjusted for last year's \$43.5m one-time 340b settlement and the budget's \$18m for RIF costs that were in the end booked into June.*
- Patient activity shows broad-based growth above targets, especially in non-hospital pharmacy and oncology services.
- There is a shift from net patient revenue (below budget) to healthcare other operating revenues (above budget) consistent with both the shift toward cancer and pharmacy services and the implementation on July 1<sup>st</sup> of HB3320.
- This new Oregon law requires hospitals to presumptively screen all patients for financial assistance in paying patient due amounts.
- Previously, all patients could apply for assistance, and we provided extensive signage and information on how to do so.
- When crafting the budget, we did not expect HB3320 to have a major impact since OHSU's existing program was seen as a model and the tiers of assistance (write offs of patient due portions based on family income and size) did not change.

# Overview of December Results (continued)

- However, the presumptive screening process (using a third-party estimating tool) is currently identifying 64% of patients eligible, compared to 12% under the prior “application” process.
- We recently reviewed State economic data that suggests 57% of all Oregonians would be eligible for hospital financial assistance based on family income and family size.
- In the month of December, we collected \$5.1m of payments from patients while we would have expected \$7.4m, a 30% gap that is growing. To date we have written-off or reserved about \$25m more for financial assistance to our patients than anticipated.
- Salaries & benefits are running slightly better than budget and up 10% from last year, the sum of a 6% average rate increase and a 4% increase in the number of staff.
- Within the aggregate growth in staff, we reduced ~500 FTEs (300 through layoffs and 200 through elimination of vacant positions) while also funding an increase of ~500 frontline-clinician positions.
- The following chart compares FTEs on OHSU's payroll from last December to this December by major group. Note that Unclassified Administrative FTEs are down 240 or -10% (which adjusts for the transfer of some Research staff into this category), AFSCME FTEs are up 119 or 2%, and ONA FTEs are up 480 or 19%. In comparison, admissions and ambulatory visits are both up about 5%.

# Overview of December Results (continued)

FTES on Payroll	Dec 2023	Dec 2024	# Change	% Change
AFSCME (most hourly)	7,718	7,837	119	2%
Faculty	2,817	2,952	136	5%
ONA (nurses)	2,553	3,033	480	19%
Unclass Admin (managers)	2,435	2,195	(240)	-10%
Research	1,425	1,561	137	10%
House Officer	970	985	15	2%
All other	425	441	16	4%
Total OHSU	18,341	19,002	662	4%

- Consolidated net worth is down \$(185)m in H1, largely due to implementation of the new GASB 101 accounting standard, which required recording a \$(255)m liability on July 1<sup>st</sup> for paid leave that cannot be cashed out.
- Partially offsetting this non-cash accounting adjustment are stock market returns on equity investments held at OHSU and the Foundation.
- In December, Moda repaid in full a \$50m surplus note issued 10 years ago to facilitate robust ACA and other public markets. They had already paid down 50% last year.
- OHSU had a \$16.5m valuation reserve on the surplus note that we released upon its full payment.

# FY25 H1 Dollar Change from Prior Year

- The broadest way of looking at FY25 first half financial results is to compare dollars of revenue and expense to the prior year.
- Through 6 months, revenues are up \$291m or 12% while expenses are up \$255m or 10%, for a \$36m positive swing in operating income.
- This shows progress toward goals set in the FY25 budget:
  - Caring for each patient promptly in the right place and at the right cost structure
  - Meeting demand for complex care that is OHSU's unique role in Oregon
  - Reallocating FTEs toward front-line patient care staff and tight cost control.

<b>OHSU Operating Income</b> (millions)	FY24 Dec YTD	FY25 Dec YTD	Dollar Change
Operating revenue	\$2,406	\$2,697	\$291
Operating expense	2,475	2,730	255
Adjusted operating gain (loss)	<u>\$(69)</u>	<u>\$(33)</u>	<u>\$36</u>

# +\$11M Variance from Budget by Major Area

- Through December, OHSU's total operating loss is \$11m better than budget. In Q3 and Q4 the spread of the budget requires a step climb in earnings (see next page).
- Like other tables here, these variances are adjusted for \$18m in severance & other RIF costs originally budgeted in FY25 but in the end accrued in June 2024. Half of this amount was in Healthcare and half in other University institutional accounts.
- Healthcare + School of Medicine are lagging target consistent with impact of HB3320 presumptive screening for financial assistance to patients.
- All other areas of the University are running ahead of target, although given the tight budgets this may narrow later in FY25, at least in part, as program spending ramps up and units spend closer to their allocated levels.

FY25 H1 Budget Variance*	(millions)
Healthcare	\$(7.6)
School of Medicine	(15.8)
<b>Subtotal - HC + SoM</b>	<b>(23.4)</b>
Provost Areas	4.4
Chief Research Officer Areas	0.9
Chief Financial Officer Areas	4.0
Other Central Administration	2.5
<b>Subtotal - Other Operating Areas</b>	<b>11.8</b>
Contingency & Strat. Initiatives	16.8
Other Institutional Accounts	2.0
Restricted (Grant) Funds	(0.8)
Depreciation & Interest	4.3
<b>Total Improvement from Budget</b>	<b>\$10.8</b>
<i>*Budget adjusted for \$18.1m in severance &amp; other RIF costs accrued into June 2024.</i>	

# Spread of FY25 Budget & Actual by Quarter

- Besides seasonality, the FY25 budget spread shifts from a loss to a gain with the redeployment of beds, ORs and diagnostic capacity toward complex, AHC-level care.
- The actual trend in earnings is downward. In Q1, OHSU had an operating loss of \$(9)m compared to a budgeted loss of \$(30)m, for a positive variance of +\$21m.
- In Q2, the operating loss grew to \$(24)m compared to a budget of \$(14)m. This \$(10)m variance includes a negative \$(20)m in Healthcare + School of Medicine offset in part by a continuing positive variance of +\$10m in the rest of the University.
- Thus, for YTD results, we have a \$(33)m loss for 6 months, which is still \$11m better than budget but with the \$21m surplus in Q1 eroded by \$(10)m in Q2. The month of December itself had a \$(11)m loss vs the month's budget of break even.

FY25 Budget Spread by Quarter (millions)							
	Adjusted FY25 Budget*			FY25 Actual			Actual - Budget
	Revenue	Expense	Gain (Loss)	Revenue	Expense	Gain (Loss)	
Q1	\$1,324	\$1,354	\$(30)	\$1,328	\$1,338	\$(9)	\$21
Q2	1,353	1,367	(14)	1,368	1,392	(24)	(10)
Q3	1,369	1,366	4				
Q4	1,416	1,382	34				
Total FY25	\$5,462	\$5,469	\$(7)				\$11
*Q1 budget adjusted for \$18.1m in severance & other RIF costs accrued into June 2024.							



# FY25 H1 Loss at \$(33)M with -1.2% Margin

December YTD - 6 Months (millions)	Last Year Adjusted	Budget Adjusted	FY25 H1 Actual	Actual - Budget	Actual / Last Year
Net patient revenue	\$1,664	\$1,844	\$1,829	\$(15)	9.9%
Medical contracts	91	104	97	(7)	6.0%
Healthcare other revenue	97	108	148	41	53.0%
<b>Subtotal - clinical</b>	<b>1,852</b>	<b>2,056</b>	<b>2,074</b>	<b>18</b>	<b>12.0%</b>
Grants & contracts	281	298	294	(4)	4.3%
Gifts applied	52	66	66	0	27.1%
Tuition & fees	40	41	42	0	3.5%
Non-healthcare other revenue	34	26	31	5	-7.4%
<b>Subtotal - academic &amp; other</b>	<b>407</b>	<b>431</b>	<b>432</b>	<b>1</b>	<b>6.2%</b>
<b>Subtotal - State support</b>	<b>146</b>	<b>190</b>	<b>190</b>	<b>0</b>	<b>30.4%</b>
<b>Total operating revenues</b>	<b>2,405</b>	<b>2,677</b>	<b>2,696</b>	<b>19</b>	<b>12.1%</b>
Salaries & benefits	1,529	1,684	1,679	(5)	9.8%
Rx & medical supplies	474	536	560	24	18.1%
Other services & supplies	345	367	361	(6)	4.5%
Depreciation & interest	126	135	131	(4)	3.7%
<b>Total operating expenses</b>	<b>2,475</b>	<b>2,721</b>	<b>2,730</b>	<b>9</b>	<b>10.3%</b>
<b>Adjusted operating income</b>	<b>(69)</b>	<b>(44)</b>	<b>(33)</b>	<b>11</b>	<b>0</b>
Adjustments made*	44	(18)	0	18	
<b>Total operating income (loss)</b>	<b>\$(26)</b>	<b>\$(62)</b>	<b>\$(33)</b>	<b>\$18</b>	
*\$43.5m 340b recovery in last year and \$18m RIF cost in this year's budget booked in June.					



# Broad-Based Gains Across Patient Volume Metrics

<b>Patient Activity</b>	<b>FY24</b>	<b>FY25</b>	<b>FY25</b>	<b>Actual</b>	<b>Actual</b>
<b>Dec YTD - 6 Months</b>	<b>Last Year</b>	<b>Budget</b>	<b>Actual</b>	<b>/ Budget</b>	<b>/ Last Year</b>
Inpatient admissions	13,773	13,619	14,468	6.2%	5.0%
Average length of stay	7.00	7.00	6.90	-1.4%	-1.4%
Average daily census	485.4	492.0	495.2	0.7%	2.0%
Day / observation patients	23,755	24,918	25,757	3.4%	8.4%
Surgical cases	18,499	18,993	19,183	1.0%	3.7%
Emergency visits	27,727	27,582	28,984	5.1%	4.5%
Ambulatory visits	589,588	602,958	618,433	2.6%	4.9%
Casemix index (CMI)	2.51	2.50	2.56	2.4%	2.0%
Outpatient share of activity	57.8%	58.2%	59.4%	2.1%	2.8%
CMI/OP adjusted admissions	81,824	81,390	91,270	12.1%	11.5%
Rate-adjusted gross charges	3,875	4,170	4,284	2.7%	10.6%

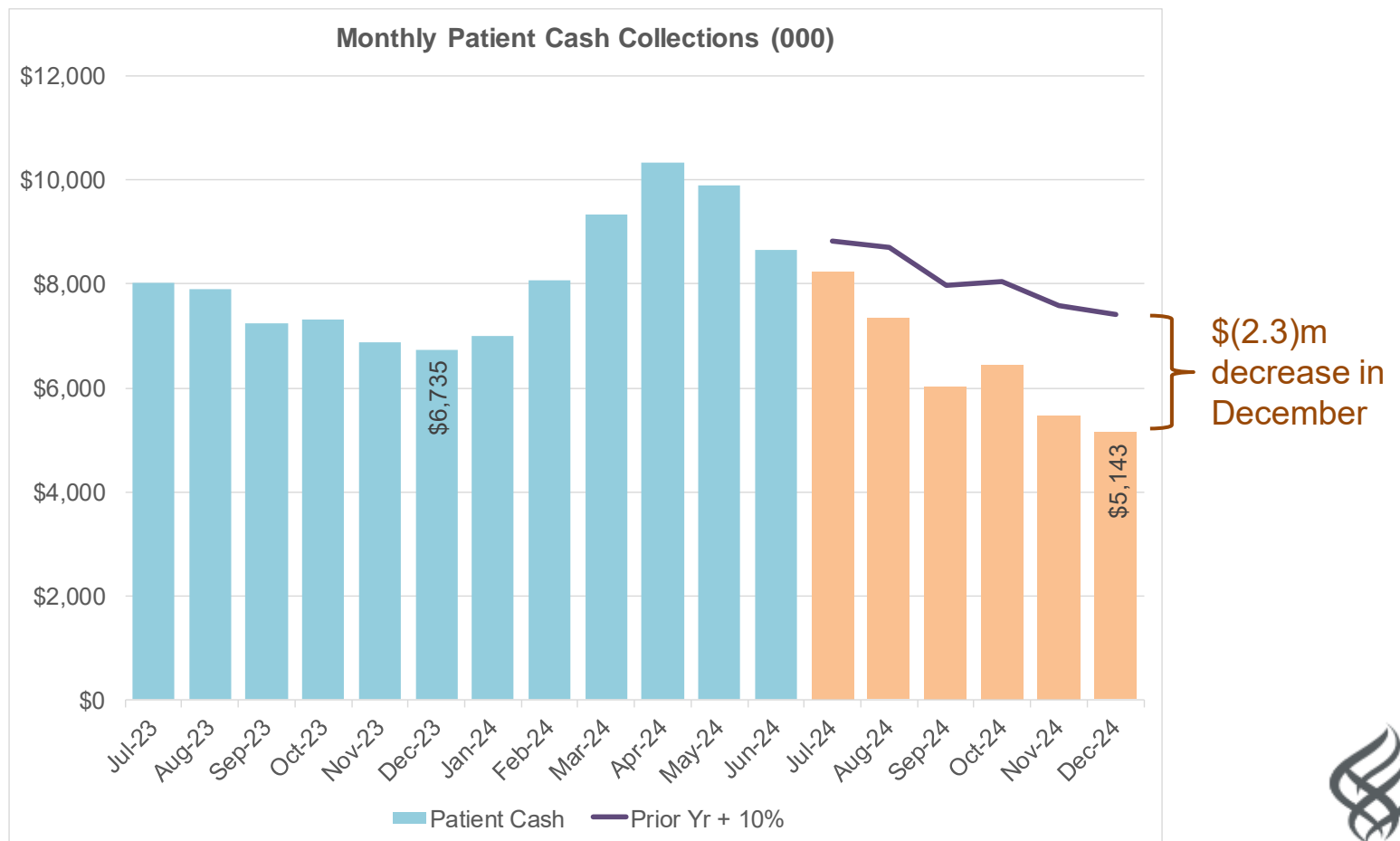
# Healthcare Growth Against Budget & Last Year

- Services to meet AHC-level demand are growing the fastest, with +14% actual activity growth compared to +8% budgeted (aqua line).
- The FY25 budget plan aims to meet patient needs better by allocating more physical and staffing capacity (such as beds & ORs) to cancer care and other complex subspecialty programs unique to Oregon's only AHC.
- Growth in imaging, lab & other professional services, as well as surgery & procedural areas, are up but not yet as much as planned. Improving capacity, access and throughput in these services is a major focus.

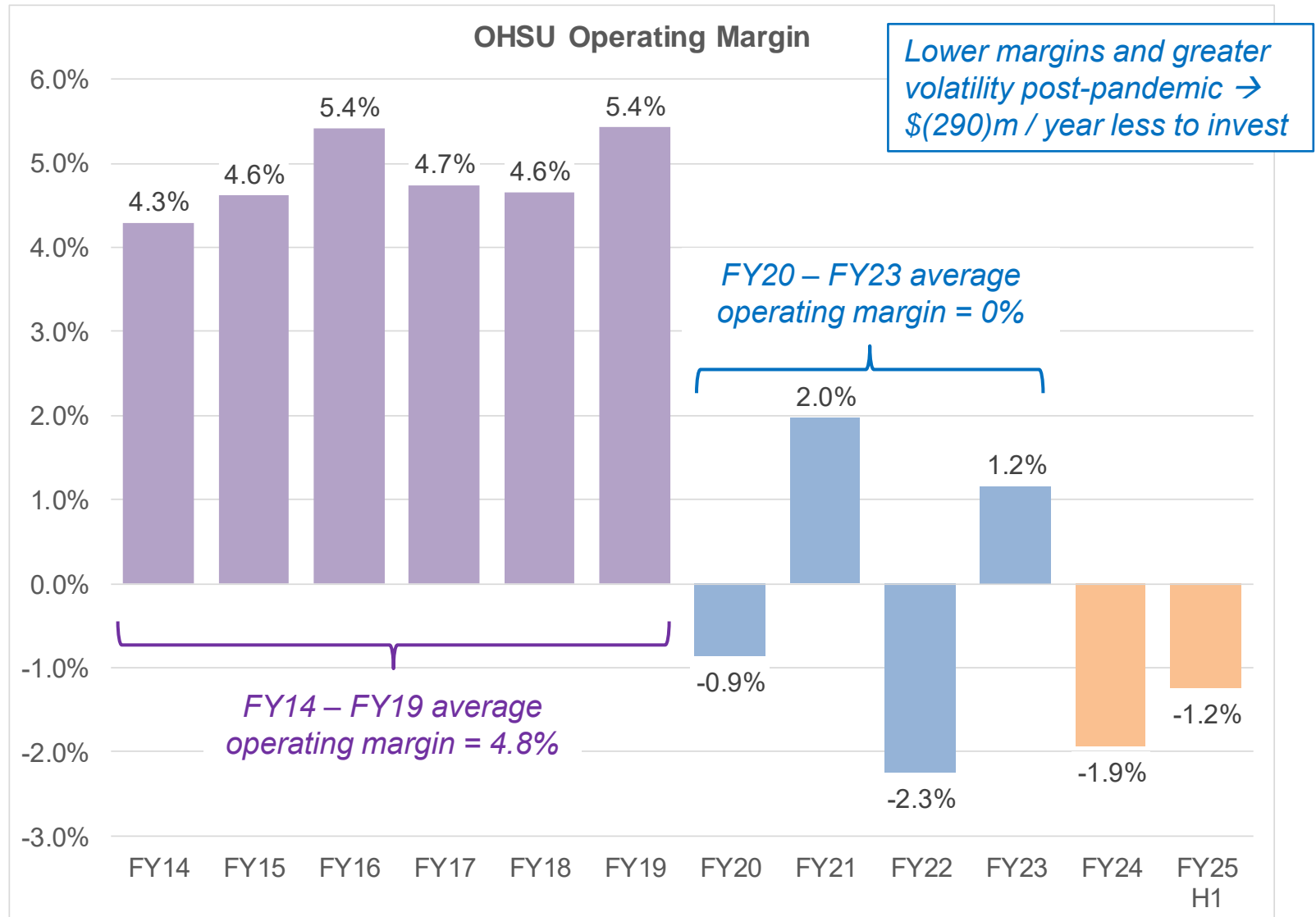
<b>Dec YTD Volume Growth by Service Area (FY25 / FY24)</b>	<b>% of Hosp. Charges</b>	<b>Budgeted Growth</b>	<b>Actual Growth</b>	<b>Actual vs Budget</b>
Non-hospital pharmacy	28%	7.2%	18.2%	10.2%
Professional (imaging, lab)	17%	7.3%	3.9%	-3.1%
Oncology services	5%	12.6%	29.8%	15.3%
<b>Subtotal - higher growth areas</b>	<b>51%</b>	<b>( 7.8% )</b>	<b>( 14.0% )</b>	<b>5.8%</b>
Surgery & procedural	20%	4.2%	2.1%	-2.0%
All other hospital services	30%	9.9%	11.0%	1.0%
<b>Subtotal - lower growth areas</b>	<b>49%</b>	<b>7.5%</b>	<b>7.3%</b>	<b>-0.2%</b>
<b>Rate-adjusted gross charges</b>	<b>100%</b>	<b>7.6%</b>	<b>10.6%</b>	<b>2.7%</b>

# Impact of HB3320 on Patient Cash Collections

We budgeted collections from patients themselves (e.g., copays and deductibles) to follow last year's pattern trended forward with overall clinical revenue growth. Since implementation of HB3320 in July, the gap between actual collections (orange bars) and target (purple line) has grown to over 30% as far more patients are granted assistance.



# Margin to Invest in People, Programs & Places



# Net Worth Off \$(185)M with GASB 101 Standard

- GASB 101, a new accounting standard effective July 1<sup>st</sup>, requires booking a liability for all paid leave, whether or not it can ever be cashed out. This new liability reduced net worth by \$(255)m at the beginning of the fiscal year, offset in part by stock market gains and reversal of the surplus note valuation reserve.
- With growing daily expenditures, days cash on hand fell from 172 in June to 164 in December, compared to Fitch medians of 270 days for AA and 205 for A credits.

Balance Sheet (millions)	6/30/24	12/31/24	6-Month Change
OHSU-held cash & investments	\$1,460	\$1,492	\$32
OHEP construction fund	111	10	(101)
Net property, plant & equipment	2,414	2,497	82
Interest in OHSU Foundation	1,546	1,560	14
Long-term debt	(1,336)	(1,331)	5
PERS pension liability	(513)	(513)	0
Working capital & other, net	597	379	(218)
<b>Consolidated net worth</b>	<b>\$4,278</b>	<b>\$4,093</b>	<b>\$(185)</b>
Operating income (loss)			(33)
GASB 101 implementation			(255)
OHSU investment return			73
Grant & gift funded capital			0
Foundation gain (loss)			14
Release of surplus note reserve			17
Other non-operating items			(0)
YTD change in net worth			\$(185)

FY25 Dec YTD Cash Flow	(millions)
Operating income	\$(33)
Depreciation	109
Investment return	73
Construction funds applied	101
Grant & gift funded capital	0
<b>Sources of cash</b>	<b>250</b>
Long-term debt repaid, net	(5)
Capital spending	(191)
Working capital & other, net	(21)
<b>Uses of cash</b>	<b>(218)</b>
<b>Net cash flow</b>	<b>\$32</b>
6/30/24 Days cash on hand	172
12/31/24 Days cash on hand	164
Fitch Ratings AA median	270
Fitch Ratings A median	205
(Special Report, August 12, 2024)	

# Rolling Three-Year Budget Plan for FY26 – FY28

- At a November President / EVP retreat, we agreed on a rolling three-year budget approach with firm targets for FY26 and softer ones for FY27 and FY28.
- As a starting point, Finance is using a set of "Upside Projection" assumptions that we shared at that retreat. They have the virtue of being sufficient to finance the level of capital commitments on deck, including completing the IPA, building the Perinatal Addition, expanding the ER, and acquiring Legacy at the committed level of capital spending.
- They require incremental cost reductions that could be secured through tight management and harvesting of vacant positions from turnover without using layoffs.
- These starting assumptions may, however, be unachievable in operational reality.
- Thus, we are implementing a "braided" budget process that includes more iteration between Finance and Operations / Missions, at both the EVP and the next two levels of leadership, prior to setting the final targets for FY26 and the soft targets for FY27 and FY28.
- In the past several years, there has been perceived misalignment between unit level and central budgetary processes. We hope the new "braided" process will surface operational level issues and programmatic concerns earlier.



Date: January 30, 2025

To: OHSU Board of Directors

From: Renee Edwards MD, MBA  
SVP, Chief Medical Officer OHSU Health  
Clea McDow  
Director, Quality, Safety and Performance Improvement

RE: Annual Quality & Safety Report

Memo: This report summarizes OHSU Healthcare's FY24 performance with regard annual initiatives and external programs as led and/or overseen by the Department of Quality, Safety and Performance Improvement.

In summary, we:

- 1) Ranked 95<sup>th</sup> nation-wide among academic medical centers in Vizient's annual quality and accountability scorecard.
- 2) Achieved a CMS 4-star ranking.
- 3) Payment reduction penalties incurred from the CMS Hospital-Acquired Condition Reduction Program
- 4) Created system-wide Hospital Acquired Conditions Reduction and Surgical Site Infection Reduction Committees
- 5) Supported multiple initiatives across healthcare in support of quality, safety and performance improvement
  - a. Healthcare Market Oversight (HCMO) Quality Pillar
  - b. Continued to mature readiness for expansion of CMS Value Based Care models in CY25/26

# FY24 Quality & Safety Report

Renee Edwards, MD, MBA

SVP, CHIEF MEDICAL OFFICER, OHSU HEALTH

Clea McDow

Director, Quality, Safety and Performance Improvement



# Broad Themes

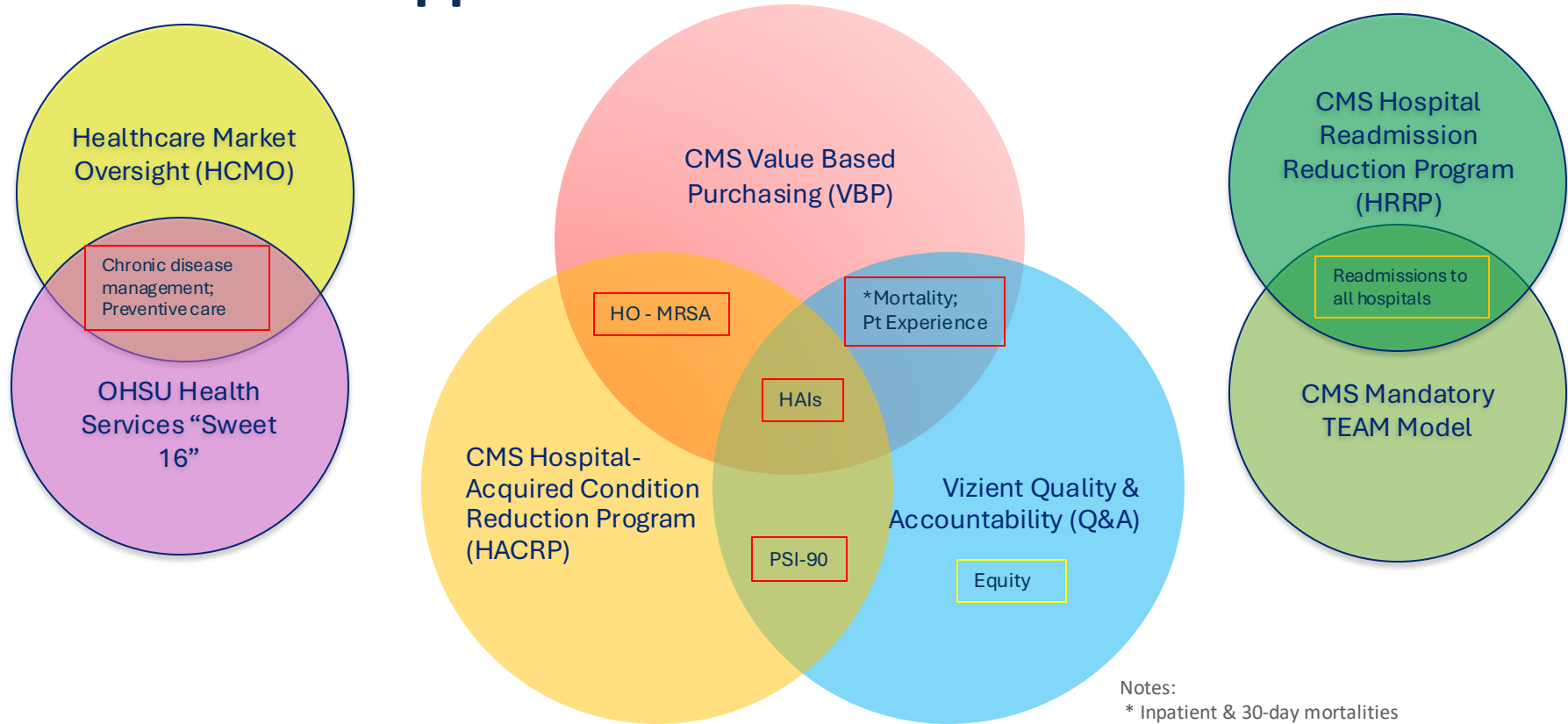
## Decline in some external stakeholder programs/rankings

- In part due to decline in absolute performance, in part due to stable performance while other hospitals improved
- Patient populations of rating programs only look at specific metrics

## Success Story: Population Health focused improvement resources and HCMO Quality Pillar

- Pop health metric improvements with dedicated support
- Development of HCMO quality metrics

# 2025 OHSU Opportunities



## Notes:

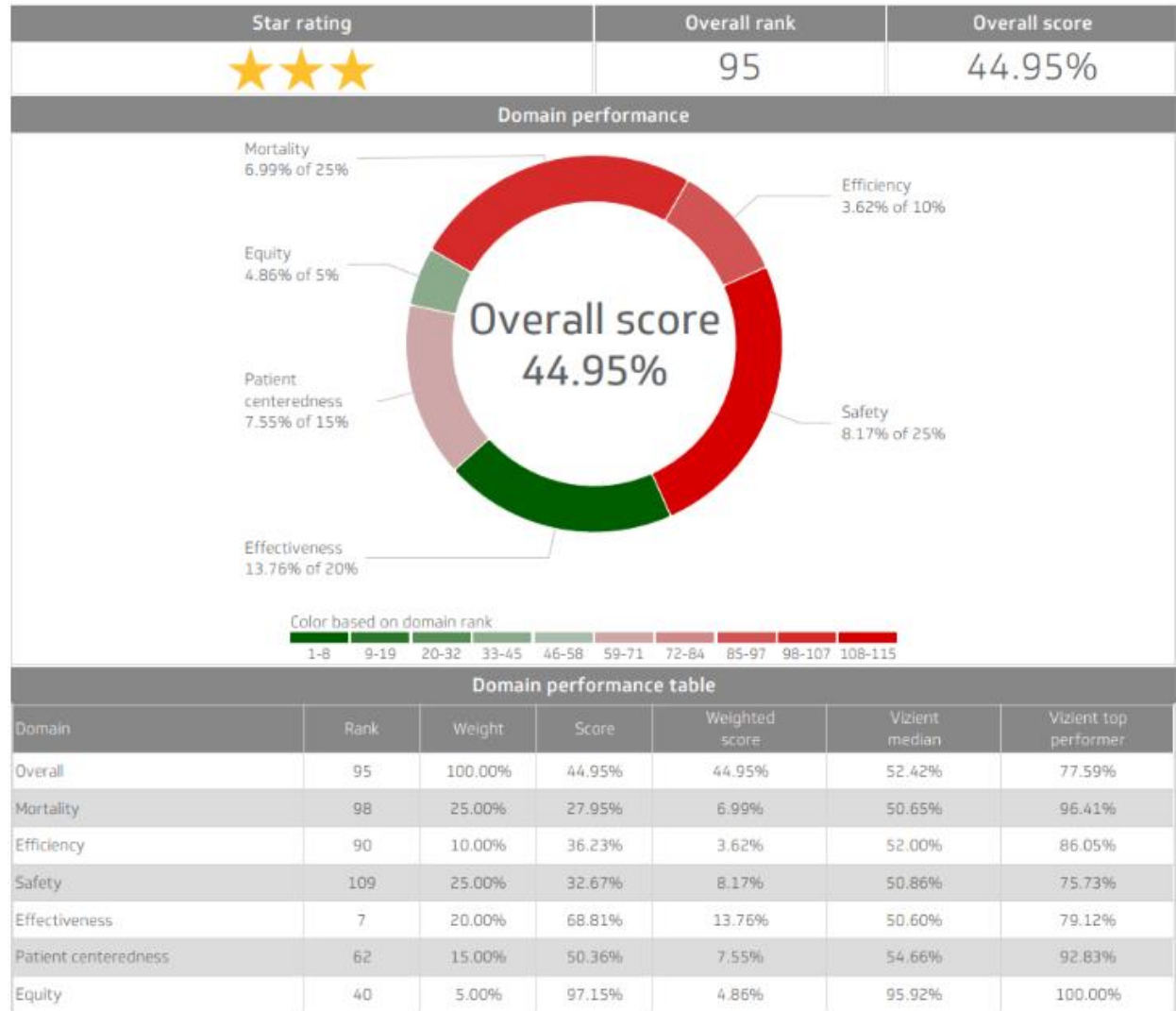
\* Inpatient & 30-day mortalities

HO-MRSA: Hospital-Onset MRSA

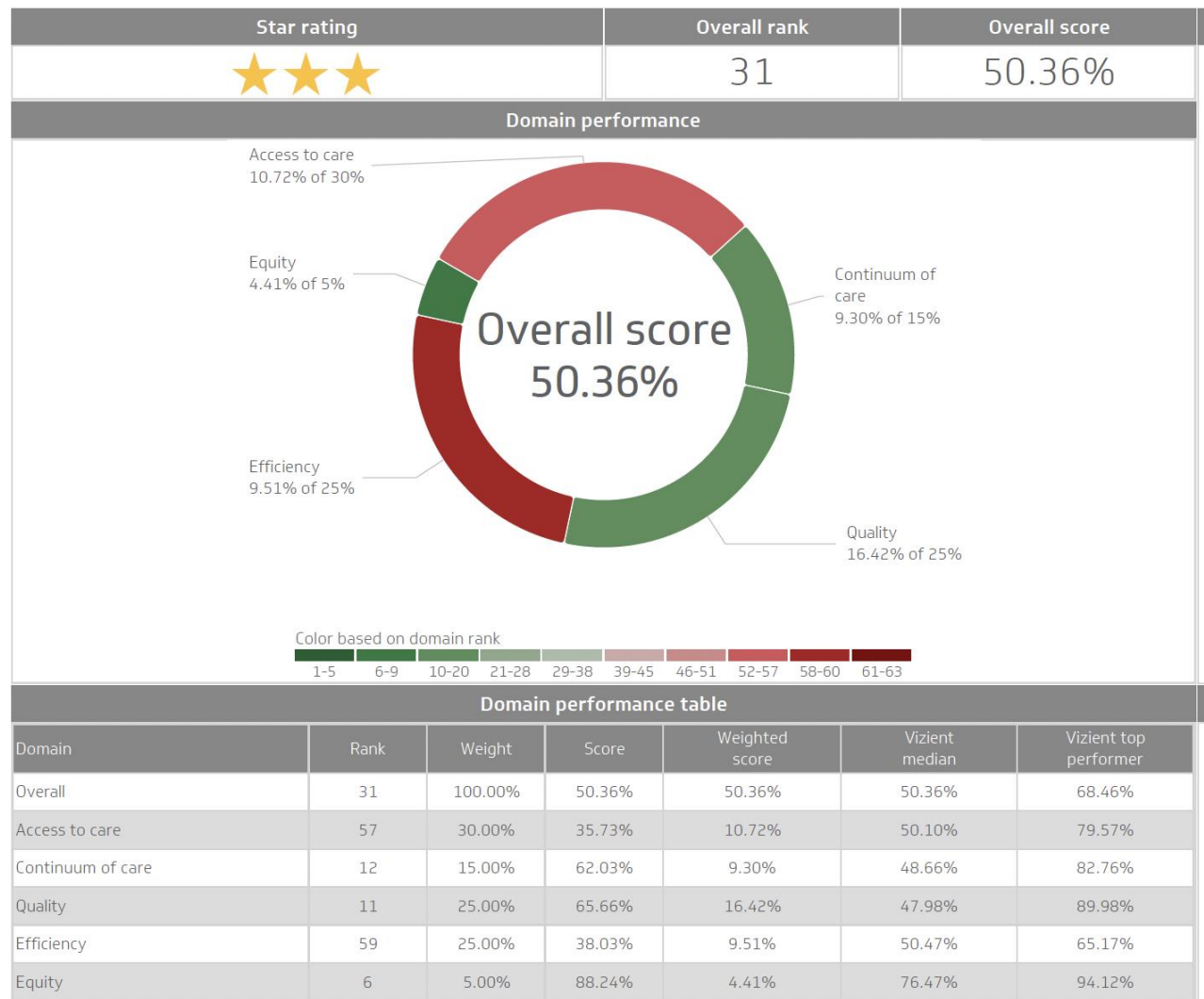
HAIs: Hospital-Acquired Infections

PSI-90: Patient Safety Indicator Composite Measure

# 2024 Vizient Adult Inpatient Scorecard

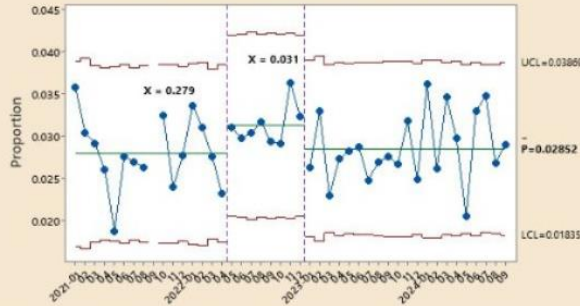


# 2024 Vizient Ambulatory Scorecard



#### All Patient True Observed Mortality Rate = (Vizient + Hospice GIP)

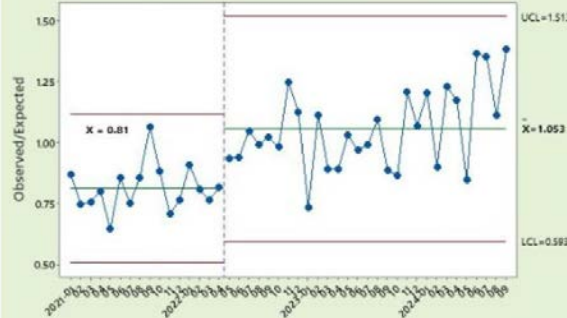
There was a statistically significant increase in the observed mortality rate starting in May 2022 from 2.8% to 3.1%, but we have dropped back down to 2.9% starting Jan 2023.



Outlier Excluded - Sep 2021 (Delta surge)

#### All Patient Mortality O/E - 2024 Risk Model

There has been a statistically significant increase in our mortality O/E starting in May 2022 from 0.81 to 1.05.



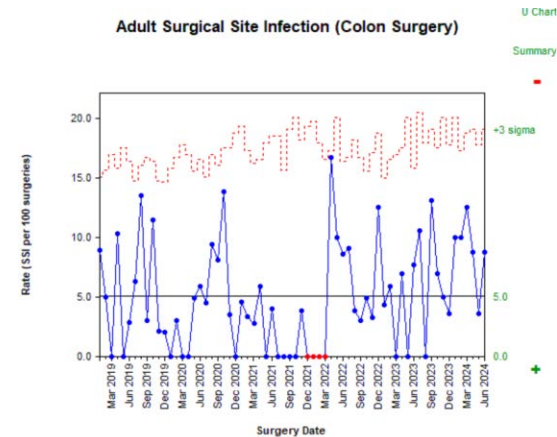
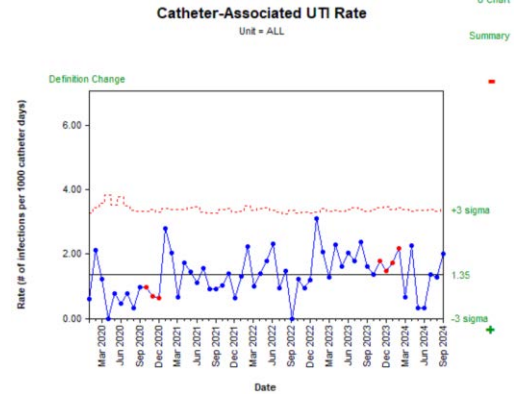
Mortality – decline in FY23 prompted initial evaluation which has continued in FY24

Absolute number of observed mortalities have not increased

- At least 30% of FY23 decline attributable to dropping enrollment in inpatient hospice
  - Program ended mid-FY24 leading to further decline in mortality ranking this year
  - OHSU receives a number of end-of-life transfer patients
- In FY23 & FY24, slight decrease in expected mortalities skewed overall O/E
  - Documentation initiative beginning

# Safety

- Hospital Acquired Infections (HAIs), Surgical Site Infections, and AHRQ Patient Safety Indicators
- CMS programs paused for 2 years resetting OHSU's relative performance to nation overall
- Increase in overall catheter associated urinary tract infections (CAUTI) in CY23; increase in Colon Surgical Site Infection (SSI)
- Imperative: not only maintain stable performance but continue to improve



# Action Plan - Mortality

---

- Revise working group:
  - Membership & tactics
  - Separate sepsis work group from the mortality work group
- Implement standard mortality review expectations
- Further understand end-of-life transfers
- Pilot Virtual ICU assistance with deteriorating patients, sepsis or otherwise
- Initiative on end-of-life care in the absence of an in-patient hospice program at OHSU began in December
- Continue to understand documentation for expected mortality

# Action Plan - Safety

---

- Jan 2024: Hospital Acquired Condition (HAC) Reduction Committee started
  - Now: realign and accelerate the work of the HAC Committee
  - Progress tracked through surveilled HAI data will be reviewed monthly at OHSU Management System Governance Council
- Jan 2024: Started focused Surgical Site Infection Reduction work focused on publicly reported surgical site infections (SSIs)
  - Now: colon and hysterectomy "bundle" updated
  - Progress tracked through surveilled SSIs will be reviewed monthly at OHSU Management System Governance Council
  - July 2024: Launch SSI Investigation Standardization Project for all SSIs
- Resume multi-disciplinary and documentation review of every reportable safety event



# Action Plan - Overall

---

- Reorganize quality reporting structure with monthly review of data and priority progress at OHSU Management System Governance Council
- Reassign quality team members based upon priorities
- Work with new Senior Director of Center for Nursing Excellence & Innovation and CNOs on nurse sensitive indicators
- Re-emphasize the utilization of our daily management system at the unit level for tracking safety events and improvement work
- Expand required elements of departmental quality plans to align with priority metrics
- Continue to integrate ambulatory quality structure, especially for areas sensitive to transitions of care

# FY25 OHSU Health Quality & Safety Priorities

## Harm Reduction

- Tactics: HAC/SSI Reduction, PSI Investigations, Mortality, Sepsis, Referral Delays, etc.
- Skill building for leaders: targeted in cohorts with harm reduction tactics, support problem-solving in a human-centered way

## Patient Experience

- Focus Area (Staff Work Well Together & Care Coordination)
- Integrating Patient Stories

## Chronic Disease Management

- First area: diabetes control

## Healthcare Market Oversight (HCMO)

- Accountability goals and metrics for quality pillar

Thank You

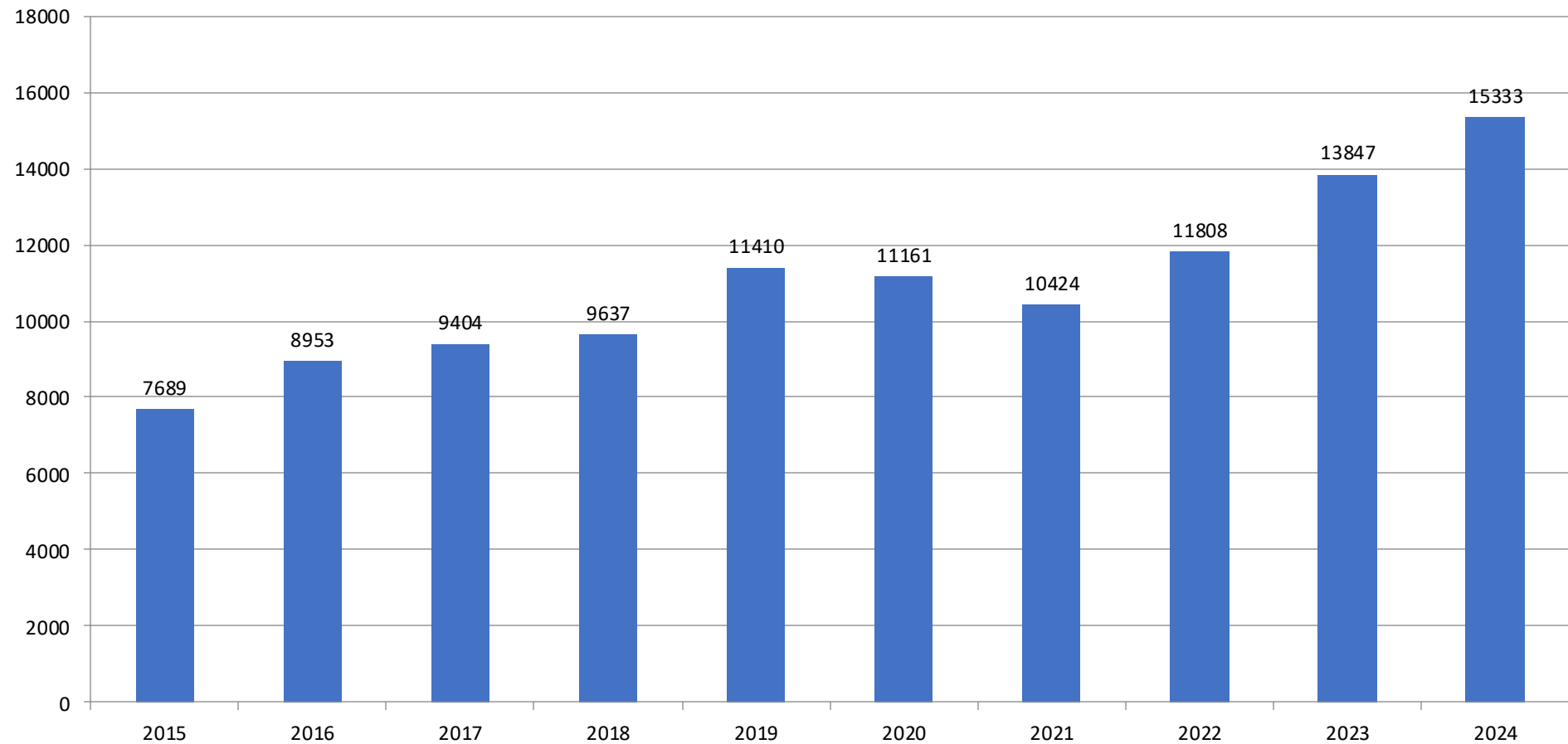
# Appendix

Annual Patient Safety Report

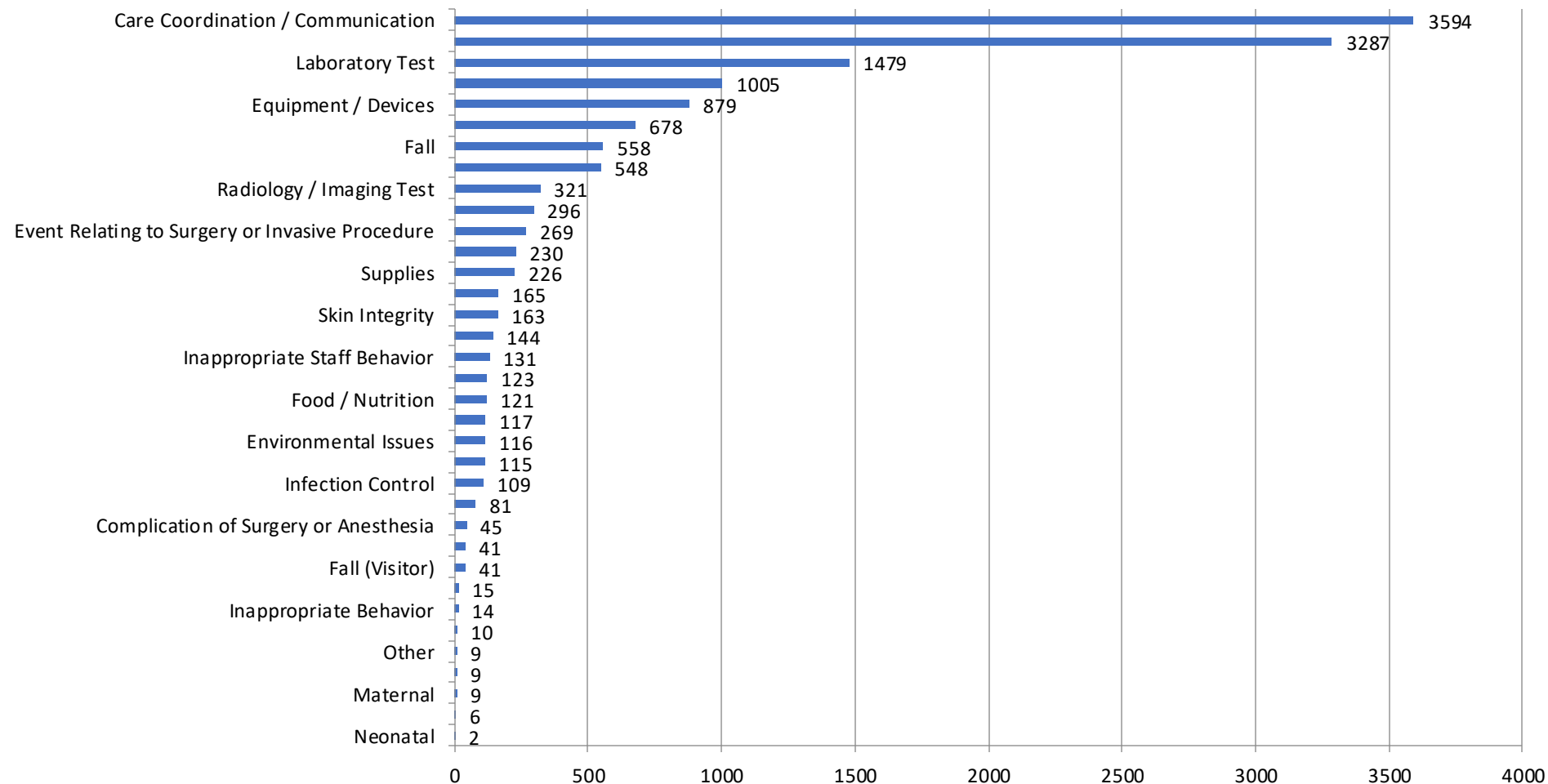
CY24 Volumes & trends

# PSI Reports by Year

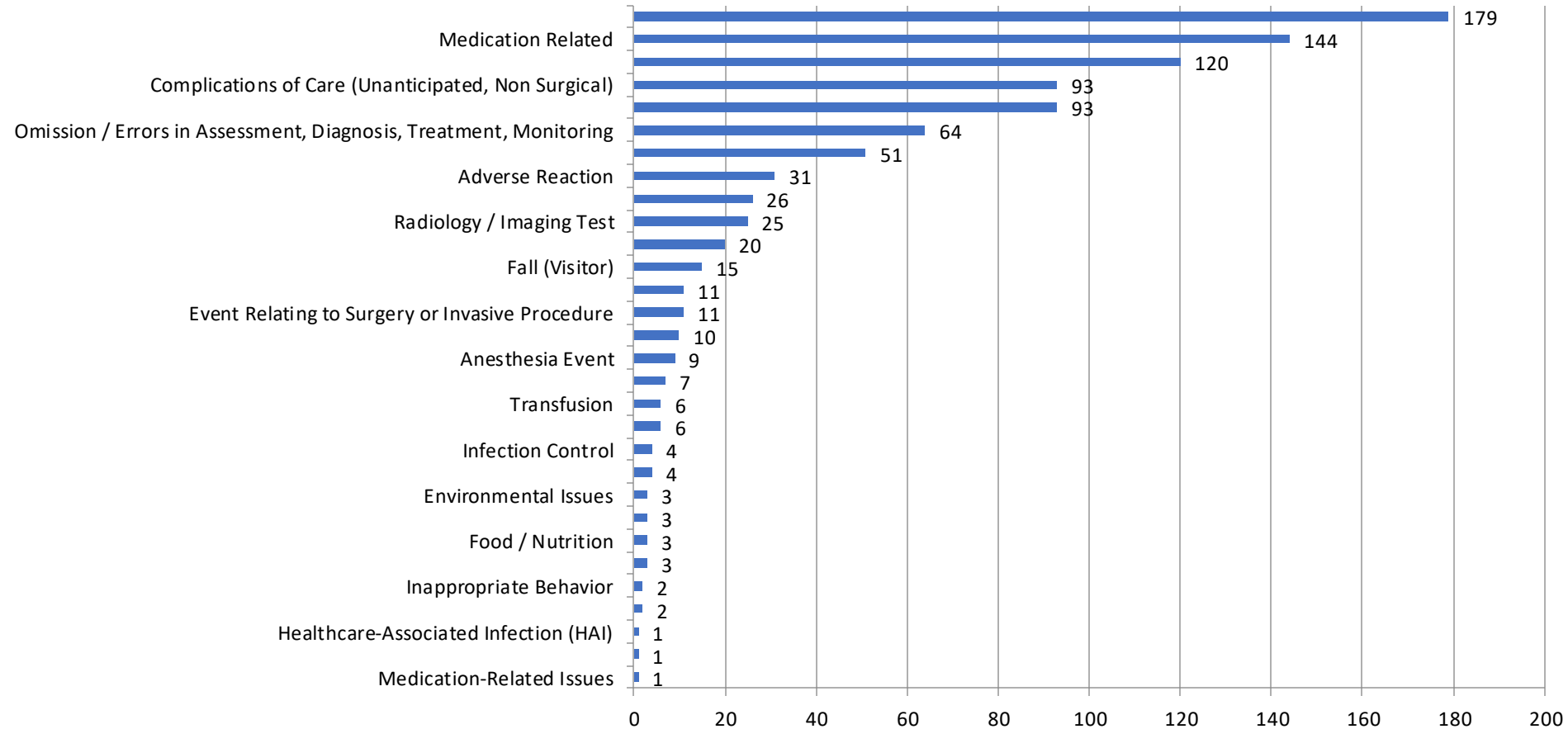
## 2015 - 2024



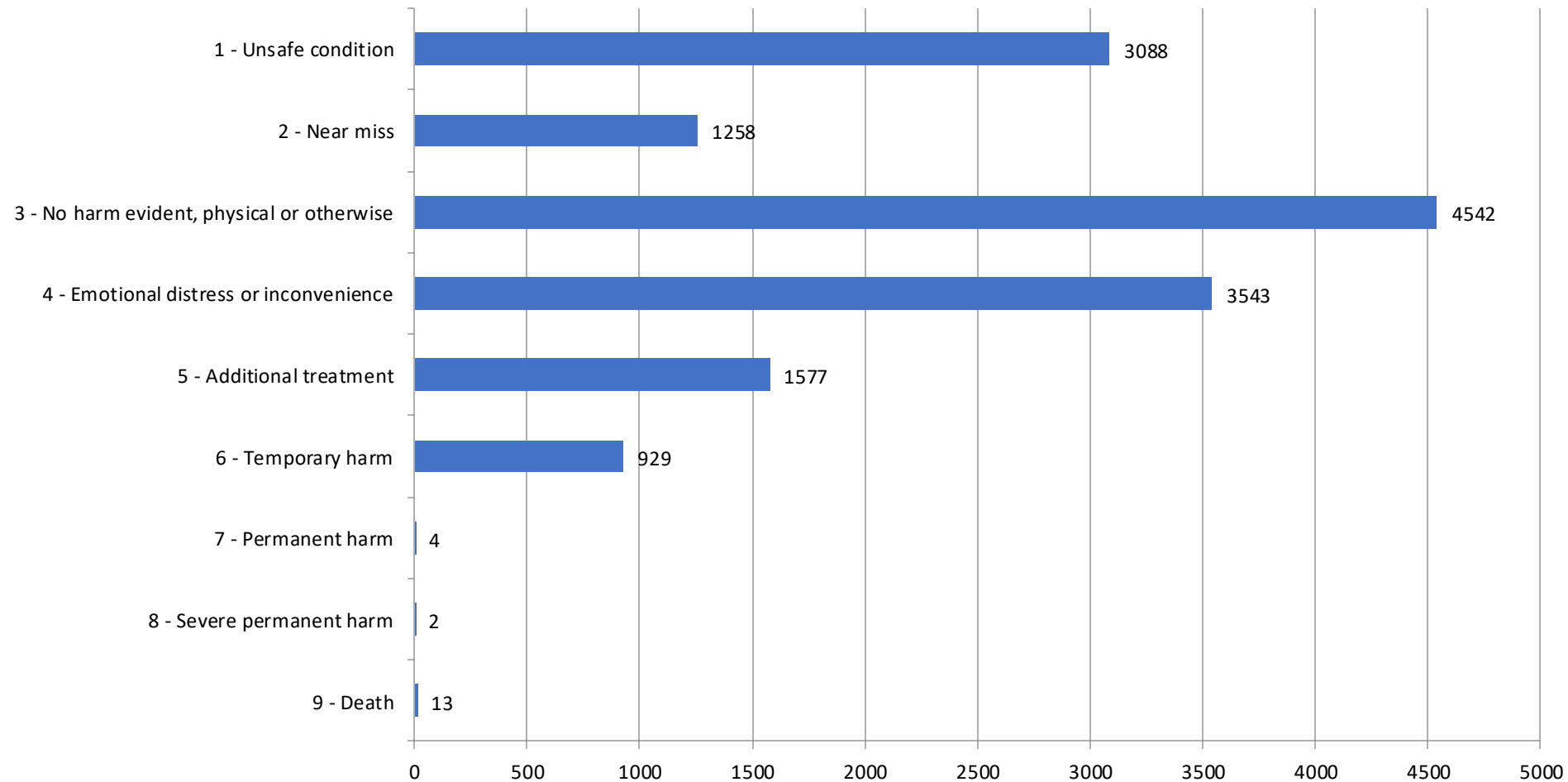
## Incidents by Event Type - CY24



# Incidents by Event Type - Harm Score 6+ CY24



## Incidents by Harm score - CY24







Date: January 30, 2025

To: OHSU Board of Directors

From: Angela Fleischer, VP and Title IX Coordinator for the Office of Civil Rights Investigations and Compliance

RE: Office of Civil Rights Investigation and Compliance presentation

As the primary function tasked with ensuring compliance with state and federal law related to civil rights, including but not limited to, the Americans with Disabilities Act, Title IX of the amendments to the Education Act of 1972, and the Civil Rights Act of 1964, the Office of Civil Rights Investigations and Compliance (OCIC) responds to guidance and requirements provided by the federal Department of Education's Office of Civil Rights, as well as Oregon state law. Based on the responsibilities of this function and its impact on OHSU members, it is expected that the OHSU Board of Directors and executive management provide oversight and governance for the Office of Civil Rights Investigations and Compliance at OHSU.

Over the past year, OCIC has grown substantially and is offering programming in several additional areas. Much of this expansion has been a result of the support for the recommendations made by Mr. Schneider in his review of OCIC and institutional process. This presentation will introduce the new program areas, provide an overview of concerns and reports for fiscal year 2023-2024, and provide a brief update at to the status of the Schneider recommendations.



# OCIC & Recommendations from External Review Update

---

DATE: January 30, 2025

PRESENTED BY: Angela Fleischer, MSW, LCSW, CFP-A, Vice President OCIC/Title IX Coordinator

# Office of Civil Rights Investigations and Compliance (OCIC)



# OCIC Prevention & Education

## Hired Prevention and Education Specialist

- Program initiated 03/20/2024

## Successfully launched Title IX-related trainings to all employees and students

- Employee completion is over 85%
  - 1 employee training: "Building Supportive Communities: Clery Act and Title IX"
- Student completions are at 50% for both trainings
  - 2 student trainings: "Sexual Assault Prevention for Graduate Students", "Title IX Rights and Protections"

## Starting May 14, 2024, delivered 71 presentations about reporting requirements and resources, reaching 2,675 OHSU members.

- 83 trainings currently scheduled with the number growing steadily.
- Thank you to Joyce Hollander-Rodriguez, GME Partners, and everyone for making this a priority for their teams.

## Revised and disseminated the Respect for All Guide

## Developed and launched OCIC informal alternative resolution options

# Confidential Advocacy Program for Employees (CAPE)



## Planning & Development

- Developed Purpose Statement, including mission, vision, and values.
- Developed Strategic Plan including first year's goals and objectives.
- Built self-service scheduling platform & participant tracker.
- Hired & onboarded fulltime Confidential Advocate.



## Outreach & Communication

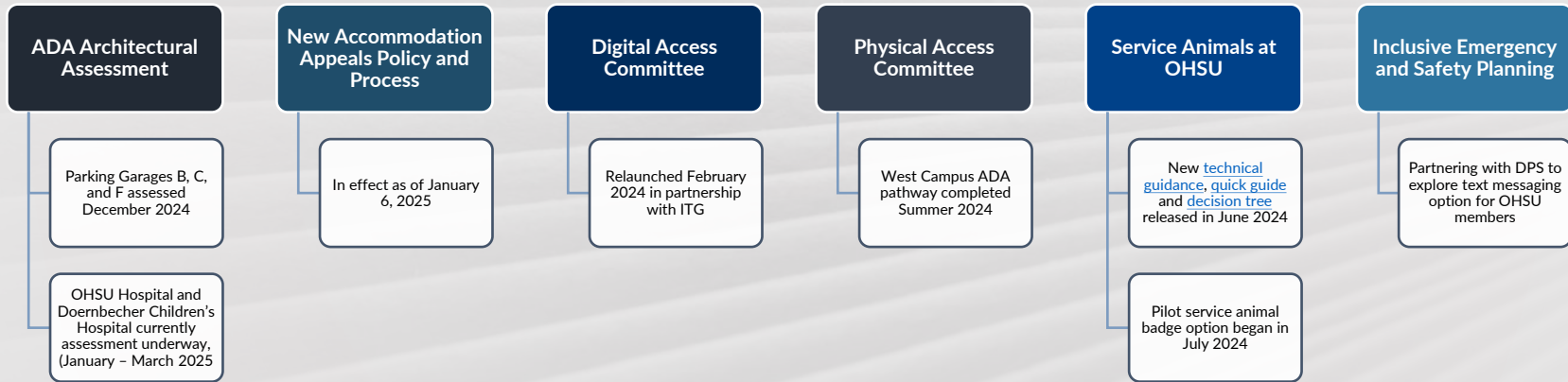
- Networked & developed partnerships with key parties within OHSU.
- Socialized program at team meetings and partnered with OCIC P&E to promote CAPE services.
- Created promotional materials and began distributing within OHSU.
- Scheduled OHSU Now & All Leaders announcements for January 2025.



## Program Initiation

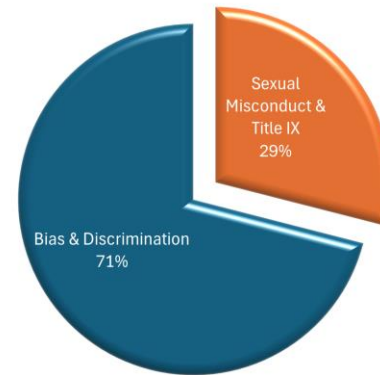
- Launched Services 12/02/2024.
- Provide confidential services & resource navigation for employees.
- Support learners who may have experiences bias, discrimination, harassment, or retaliation.

# ADA Compliance & Accessibility

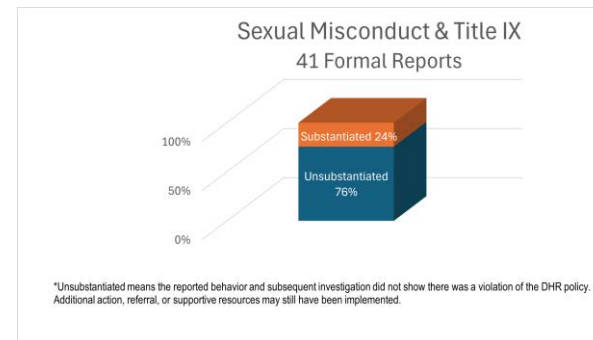
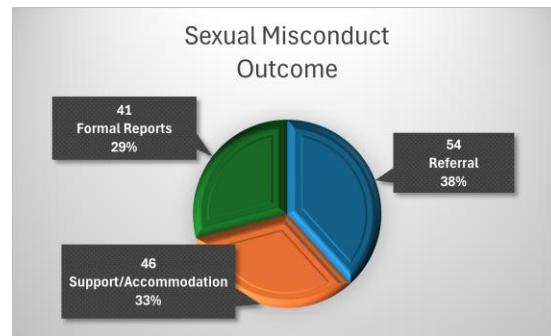
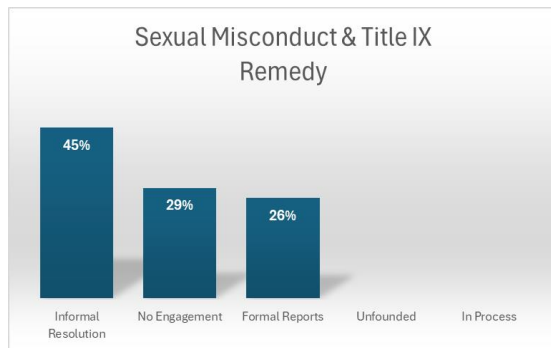
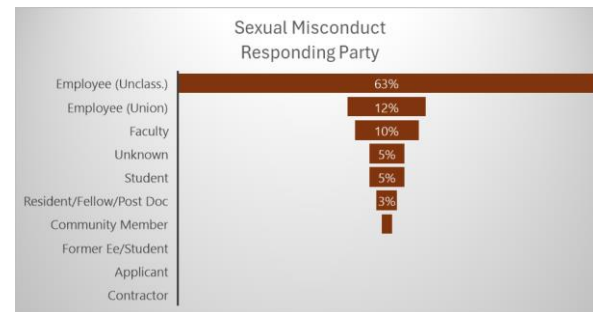
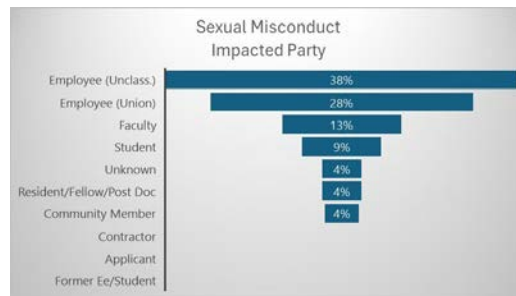
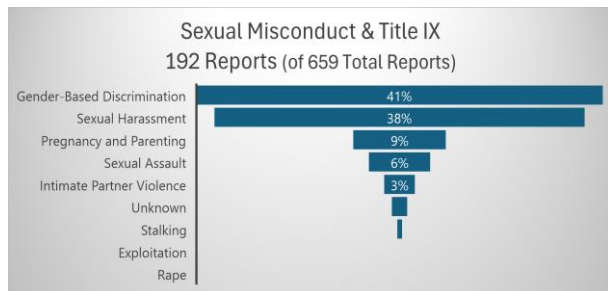


# Investigations

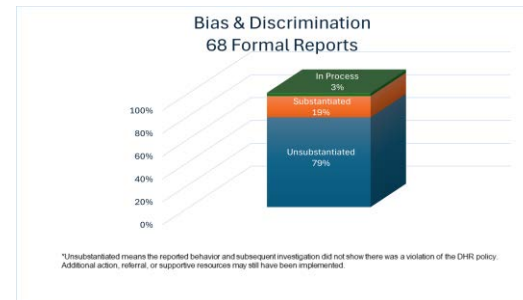
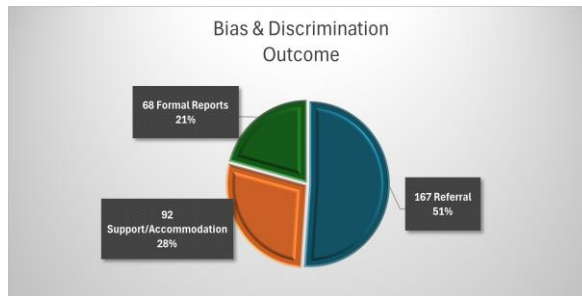
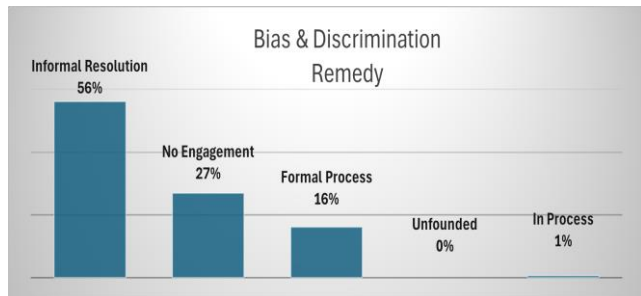
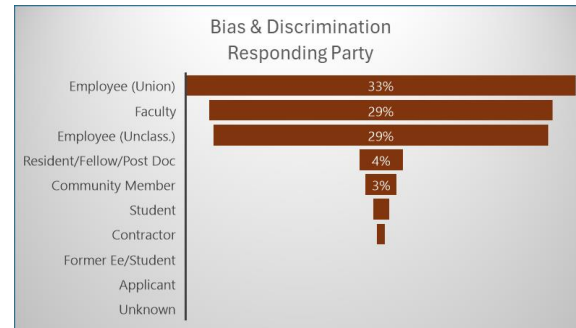
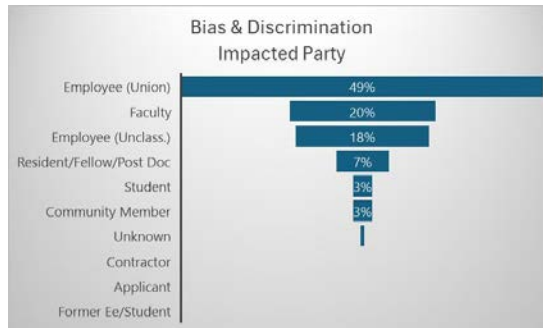
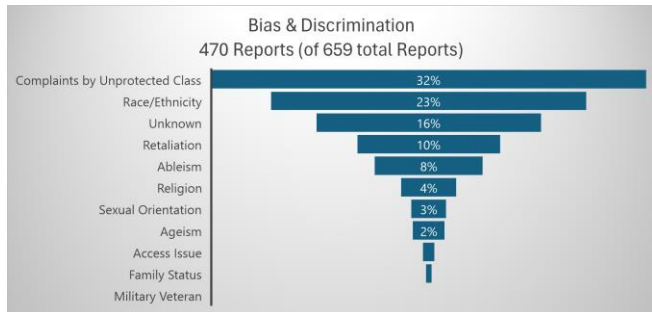
**OCIC Total Reports  
2023-2024 Fiscal Year**



**659 Total Reports**







# External Recommendations Status Report

Recommendation	Status	Notes
1) Adequate Staffing & Case Management Software	In Progress	
2) CAP Support & Resources	Completed	
3) Improve Provision of Supportive Measures	On-Going	
4) OCIC Performance Monitoring	On-going	
5) Role Clarification	On-going	
6) OCIC Reporting Structure	Completed	
7) Simplify Reporting Training	Completed	
8) Policy and Procedure Updates	In Progress	
9) Robust Alternative Resolution Options	On-going	
10) Reset on Confidentiality	Completed	
11) Remedying Effects of Discrimination	On-going	
12) Title IX Requirements	On-going	

# What's Next

## ADA:

- First architectural assessment report (Spring 2025)
- Meet new DOJ & HHS digital accessibility requirements (Spring 2026)
- Update ADA signage in Marquam Hill university buildings

## Investigations:

- Implement and use Maxient Case management software
- Implement Qualitative Case Review (Spring 2025)
- Continuous improvement in case coordination, communication, and timelines

## CAPE:

- Increase knowledge and awareness of program
- Build connections and resourcing within OHSU
- Build connections and resourcing with external services

## Prevention & Education:

- Implement Cultural Climate Assessment
- Implement institutional prevention and education committee
- Update OCIC website

Thank You





Date: January 22, 2025

To: OHSU Board of Directors

From: Julie Hanna, Associate Vice president, Government Relations

RE: State legislative session

The Oregon State Legislature began its six-month long state legislative session on Monday January 21<sup>st</sup>, 2025 during which the state legislature will consider over 3000 policy and budget proposals and appropriate funds for the 2025-2027 state fiscal biennium. OHSU will pursue a state legislative agenda focused on maintaining funding for our core state mandated missions largely through Medicaid funding and a direct general fund education appropriation. As the state's only academic health center OHSU will provide practical expertise to state legislators across a variety of issues as they consider policy changes that may have an impact on OHSU, its members and the people it serves.



# 2025 State Legislative Session

Advocating for OHSU's people and missions

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JANUARY 2025

JULIE HANNA, ASSOCIATE VICE PRESIDENT, GOVERNMENT RELATIONS



# The 83rd Oregon Legislative Assembly



2025 OREGON LEGISLATIVE SESSION

# The Oregon Legislature

- The 82nd Oregon Legislative Assembly convened on January 21st for its biennial long session which is constitutionally required to conclude by June 28th.
- Democrats have supermajorities in both the Oregon Senate and the Oregon House
- Legislative leadership in the House and Senate are both new or fairly new to their positions.
  - House Speaker Julie Fahey will be presiding over her first long session.
  - New Democrat and Republican leaders in both chambers.
  - New co-chair of the budget-writing Committee on Ways and Means



## 2025-2027 Budget Picture

### ➤ High level

- Major issues in transportation (\$1.8 billion), K-12 (\$1.2 billion) and housing (\$500 million)
- Medicaid funding up for renewal – IGT, hospital tax, insurance tax
- New leadership and approach in the Office of Economic Analysis
  - Early indications showed 2025-27 state budget shaping up to be tight – slower growth, big spending, inflation, large gaps
  - Most recent forecast gives some breathing room for budget writers but high roll-up (inflationary) costs persist
  - May revenue forecast is what will matter for budget decisions
- Governor's Recommended Budget

2025 OREGON LEGISLATIVE SESSION

# OHSU General Fund Request

	23-25 LAB	25-27 CSL (7%)
<b>Education &amp; General</b>	<b>\$118,658,647</b>	<b>\$125,359,752</b>
School of Medicine	\$30,238,828	\$32,355,546
School of Nursing	\$26,151,339	\$27,981,933
School of Dentistry	\$12,255,625	\$13,113,519
AHEC/ORH	\$6,857,836	\$5,732,885
OHSU 30-30-30	\$43,155,019	\$46,175,870
<b>CDRC</b>	<b>\$9,722,521</b>	<b>\$10,403,097</b>
<b>Poison Center</b>	<b>\$4,011,209</b>	<b>\$4,291,994</b>
<b>Children's Integrated Health Database</b>	<b>\$2,000,000</b>	<b>\$2,140,000</b>
<b>Statewide Behavioral Health Capacity Dashboard</b>	<b>\$5,400,000</b>	<b>\$4,280,000</b>
<b>Oregon Perinatal Collaborative (OPC)</b>	<b>\$1,000,000</b>	
Total	<b>\$140,792,377</b>	<b>\$146,474,843</b>
<b>OHSU Cancer Challenge Debt Service (Article XI-G)</b>	<b>\$ 23,575,130</b>	<b>\$23,571,125</b>
<b>OUS Legacy Debt (Article XI-F(1))</b>	<b>\$ 3,441,830</b>	<b>\$3,317,166</b>
<b>Oregon Opportunity Program (Article XI-L)</b>	<b>\$ 7,328,750</b>	
Grand Total	<b>\$175,138,087</b>	<b>\$173,363,135</b>

2025 OREGON LEGISLATIVE SESSION

# 2025 State Legislative Agenda

1. Preserve public funding for OHSU's people, programs and mission in service to our patients, students and the people of Oregon, including:
  - Medicaid funding including OHSU Intergovernmental Transfer (IGT) Partnership Program statutory renewal
  - Direct general fund education appropriation including 30-30-30
  - State support for Graduate Medical Education (GME)
2. Maintain OHSU's unique statutory structure
3. Continue ongoing efforts from the 2023 legislative session to improve access to step-down services for OHSU patients (Hospital Discharge Challenges Taskforce)

➤ As the state's academic health center OHSU will provide necessary subject matter expertise to legislators and legislative staff as they consider policy ideas.

2025 OREGON LEGISLATIVE SESSION

# Key Dates

Tuesday, Jan. 21	2025 legislative session begins
Friday, March 21	First chamber posting deadline
Wednesday, March 26	State economic forecast
Tuesday, April 8	First chamber work session deadline
Friday, May 9	Second chamber posting deadline
Wednesday, May 14	State economic forecast
Friday, May 23	Second chamber work session deadline
Saturday, June 28	Constitutional sine die

Thank You



Date: January 15, 2025

To: OHSU Board of Directors

From: Isaac Dixon, PhD., SPHR-SCP, Interim Executive Vice President, Chief People Officer, HR

RE: Engagement Survey Results

OHSU conducted an all-employee Engagement Survey this past August 26<sup>th</sup> – September 16<sup>th</sup>. This data is vital to understanding how our people experience OHSU and identifying action to create the culture change we want.

Nearly 54% of employees overall are highly engaged or engaged; a slight downward trend since 2023. Overall themes show strengths in employees “local” experience – meaningful work, perceptions of pay, ability to do the job (staffing, resources, training) – while opportunities lie in the broader work environment, including communication across different teams and perception of leadership. These areas for improvement underscore the need to focus on overall OHSU culture.

Our strengths and areas of high engagement are testament to work that is already happening – flexible schedules, active Employee Resource Groups, leadership training and more. We will celebrate these successes, showcasing our highly engaged teams, while employing specific strategies to address the three critical themes of Organization-Level Communication, Inter-Department Communication and Organizational Respect for Employees.



# FY25 Employee Engagement Survey

Executive Results Overview to the OHSU Board of Trustees

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**DATE:** January 30, 2025

**PRESENTED BY:** Isaac Dixon, PhD, Interim EVP & Chief People Officer; Ernest Perry, PMP, SPHR, VP Talent Acquisition & Culture; Signe Bishop, Dir. Talent & Org Development





# Agenda

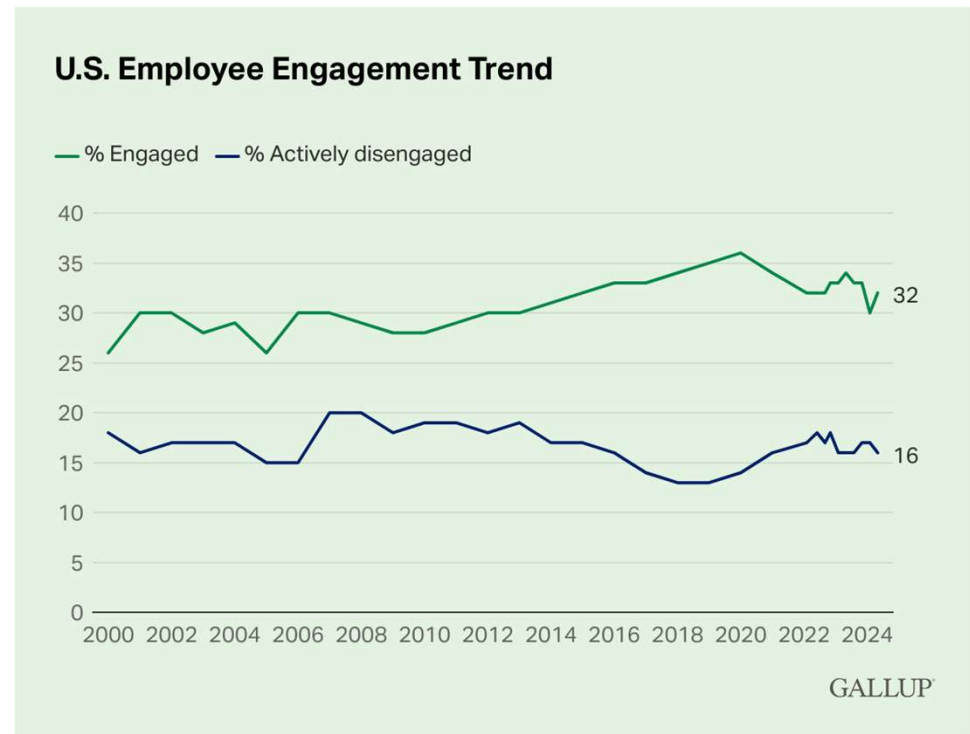
- The State of Engagement
- FY25 Survey Approach & Results
- Strengths & Opportunities
- Follow Up & Follow Through



# The State of Engagement

In the first quarter of 2024, Gallup found U.S. employees were increasingly detached from their employers, with the workforce reporting declines in engagement factors including:

- Role clarity
- Satisfaction with their organizations
- Connection to their companies' mission or purpose
- Feeling someone at work cares about them



“How Employees  
Experience Culture is  
THE Key Driver of an  
Organization’s Success.”

2023 Culture Partners Workplace  
Accountability Study

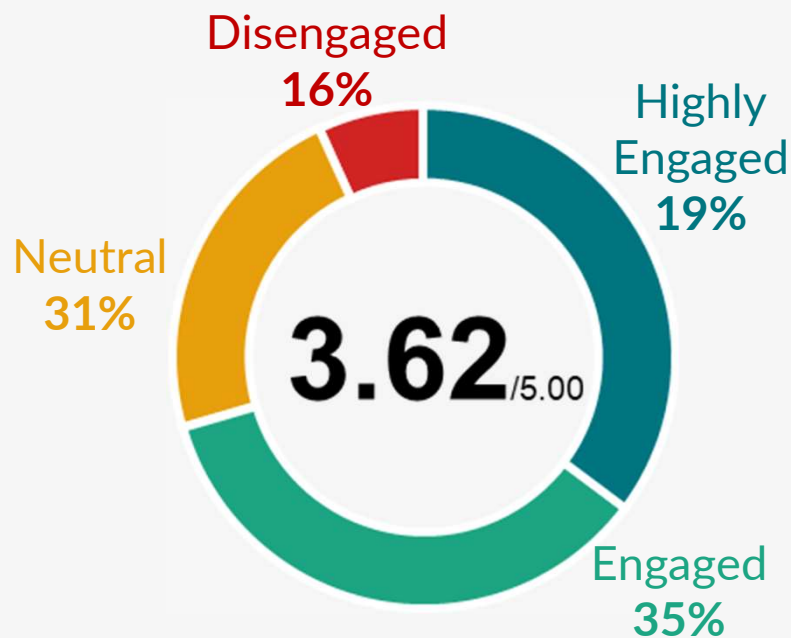
# 2024 Engagement Survey Approach

- OHSU Hospital & Clinics System partnered with Press Ganey to conduct an Engagement survey for ALL employees
- Survey was offered **August 26 to September 16**
- The “One Ask” included 107 items on engagement, resilience, diversity, nursing experience, safety, and faculty experience.
- Results Benchmarks provided:

Response Rate	Invited		Responded
40% (40% - 2023)	21,071		8,432
Benchmark	Clients	Facilities	Respondents
Natl HC	330	3,792	1,378,863
Natl AHC	70	160	212,759

# Engagement Survey Results Snapshot

## OHSU Engagement Score and Respondent Distribution



## Comparison to Historical Performance

↓ -0.10 vs. 2023 survey

# Items Included in Engagement Score

Item Text	Respondent Distribution			Overall Score and Trend		
	Unfav	Neut	Fav			
I would like to be working at this organization three years from now.	10%	26%	64%	3.77	↓	-0.10
I would stay with this organization if offered a similar position elsewhere.	17%	29%	53%	3.50	↓	-0.05
I feel like I belong in this organization.	12%	24%	64%	3.71	•	
Overall, I am a satisfied employee.	17%	21%	61%	3.57	↓	-0.12
I would recommend this organization as a good place to work.	16%	26%	59%	3.57	↓	-0.20

# Our Key Drivers

Item Text	Respondent Distribution			Overall Score and Trend		
	Unfav	Neut	Fav			
This organization treats employees with respect.	24%	26%	50%	3.29	↓	-0.30
I have confidence in senior management's leadership.	42%	23%	36%	2.86	↓	-0.34
This organization conducts business in an ethical manner.	23%	30%	47%	3.28	↓	-0.37
Senior management's actions support this organization's mission and values.	36%	27%	37%	2.93	↓	-0.38
Information from this survey will be used to make improvements.	34%	35%	30%	2.88	↓	-0.18
This organization is committed to honest communication with employees.	38%	30%	32%	2.86	↓	-0.35

# Diversity, Equity & Inclusion Items

Item Text	Respondent Distribution			Overall Score and Trend		
	Unfav	Neut	Fav			
The person I report to treats all employees equally regardless of their background.	6%	9%	86%	4.27	—	0.00
My coworkers value individuals with different backgrounds.	4%	11%	85%	4.13	—	0.00
I can be my authentic self at work.	12%	18%	70%	3.75	↓	-0.02
OHSU has an inclusive culture.	12%	26%	62%	3.62	↓	-0.06
OHSU demonstrates a commitment to workforce diversity.	9%	25%	66%	3.72	↓	-0.06
All employees have an equal opportunity for promotion regardless of their background.	20%	30%	50%	3.36	↓	-0.01
<b>Diversity, Equity, and Inclusion Overall</b>	11%	20%	70%	3.81	↓	-0.03

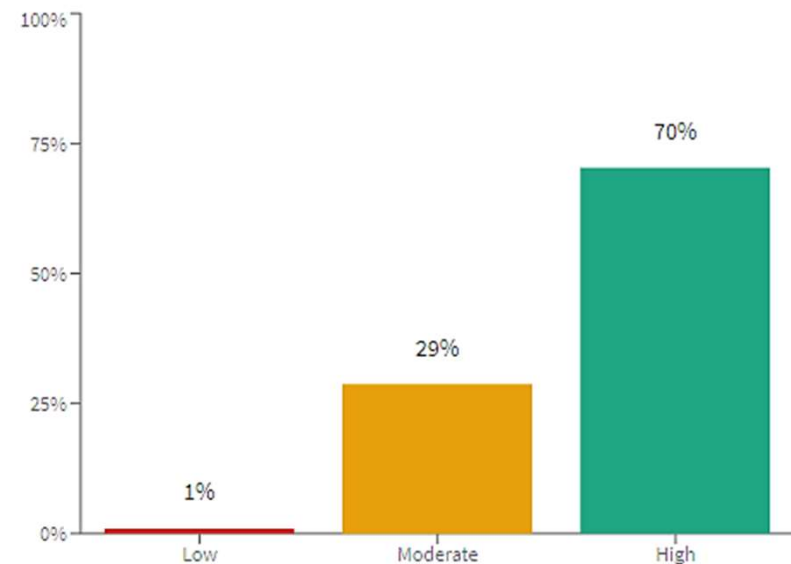
# Leader Index Performance

## Overall OHSU Leader Index

4.21  
High ↑

Many of the leaders in our organization have strong relationships with their direct reports. Strong relationships between the leader and their direct reports provides a good foundation for leading action planning efforts with teams.

## Leader Index distribution

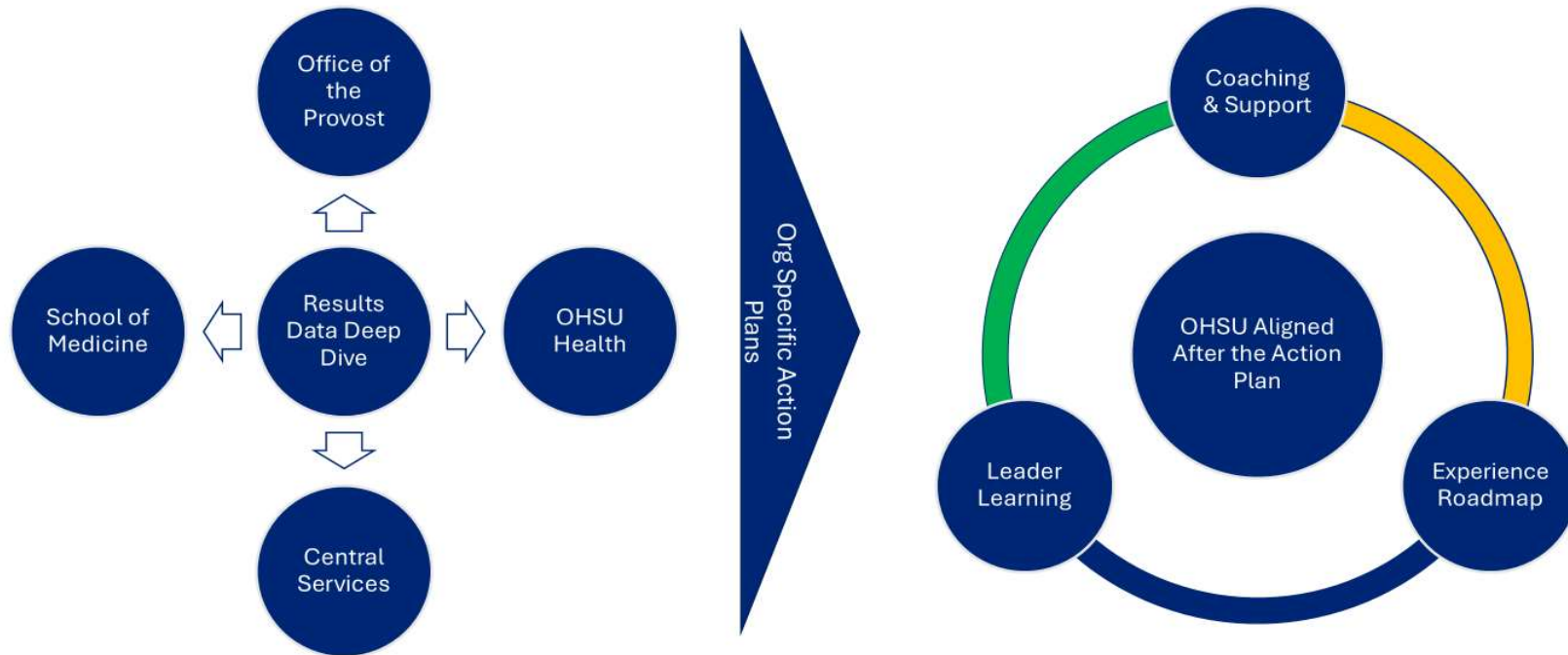




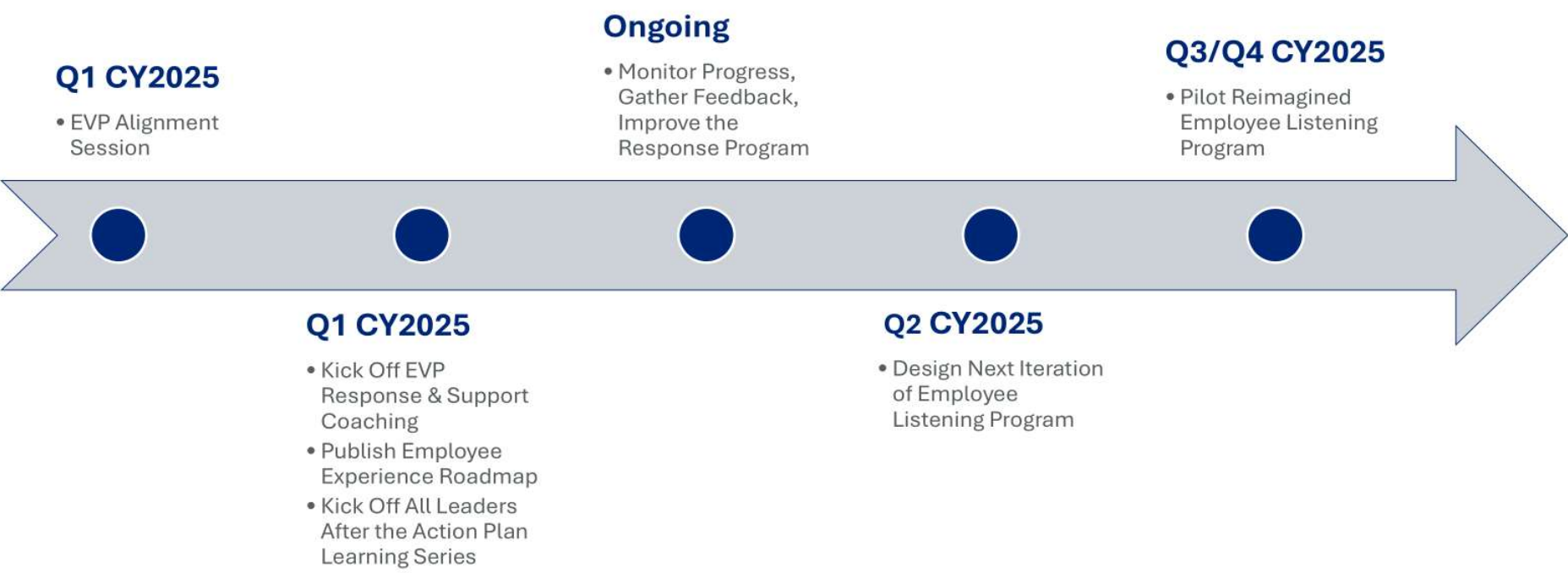
# Strengths & Opportunities

- Our response rate continues to lag national benchmarks.
- Perceptions of pay have improved dramatically.
- Factors contributing to the ability to do the job have improved – staffing, resources, training.
- Communication comes through as an area having improved within and between units, and with different levels of the organization
- Declining beliefs that survey results will lead to improvements continue to drag engagement down.
- Perceptions of the direct leader and the relationship with and impact they have has greatly improved.

# Follow Up. Follow Through.



# Follow Through Actions Roadmap





Thank You



**RESOLUTION 2025-01-01  
OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS**

**WHEREAS**, Wayne Monfries has served as a member of the Board of Directors of Oregon Health & Science University since September 26, 2016 and led the institution as Chair of the OHSU Board of Directors from January 25, 2018 through September 27, 2024;

**WHEREAS**, in addition to and as a part of his membership and leadership on the OHSU Board, Mr. Monfries served as a member of the Finance and Audit Committee of the Board of Directors, as a member of the Investment Committee of the Board of Directors, as a member Human Resources Committee of the Board of Directors, and as one of the Board representatives on the University Health System Board;

**WHEREAS**, throughout his Board service and in each of these many venues, Mr. Monfries has brought his strong intellect, his inclusive and thoughtful approach to decision making, his sound critical thinking, his good humor and his strong leadership skills; and

**WHEREAS**, the Board wishes to recognize the major contributions of Mr. Monfries, his service on the OHSU Board, his leadership as Chair of the OHSU Board, as a member on each of the three Board Committees, and as an OHSU Board representative to the University Health System Board.

**NOW THEREFORE, BE IT RESOLVED**, that Oregon Health & Science University expresses its deep and heartfelt appreciation for the significant contributions of Wayne Monfries throughout his service on the OHSU Board of Directors, for the energy, the vision and the critical and creative thinking that he has brought to the strategic discussions of the University, and for his strong leadership in advancing OHSU's missions of teaching, healing, discovery and outreach.

This Resolution is adopted this 30<sup>th</sup> day of January, 2025

Yeas \_\_\_\_\_

Nays \_\_\_\_\_

Signed by the Secretary of the Board on January 30, 2025.

\_\_\_\_\_  
Connie Seeley  
Board Secretary

## Glossary of Terms

A3 – Single page strategy

AAEO – Affirmative Action and Equal Opportunity

AAV - Adenovirus-associated virus

ACA - Affordable Care Act. The Patient Protection and Affordable Care Act, often shortened to the Affordable Care Act (ACA) or nicknamed Obamacare, is a United States federal statute enacted by the 111th United States Congress and signed into law by President Barack Obama on March 23, 2010

ACGME – Accreditation Council for Graduate Medical Education

ADA – Americans with Disabilities Act

AFSCME - American Federation of State, County and Municipal Employees. A union that represents OHSU classified employees.

AH - Adventist Health.

AHC - Academic Health Center. A partnership between healthcare providers and universities focusing on research, clinical services, education and training. They are intended to ensure that medical research breakthroughs lead to direct clinical benefits for patients.

AHEC – Area Health Education Centers

AHEC SW - AHEC South West of Oregon located in Roseburg, OR

AHRQ – Agency for Healthcare Research and Quality

AI/AN - American Indian/Alaska Native

AMD - Age-Related Muscular Degeneration is a common eye condition and a leading cause of vision loss among people age 50 and older.

AMP - Antibody-mediated protection clinical trial to prevent HIV acquisition

APP – advanced practice providers

APR - Academic Program Review: The process by which all academic programs are evaluated for quality and effectiveness by a faculty committee at least once every five years.

ARRA - American Recovery and Reinvestment Act of 2009.

A/R - Accounts Receivable. Money owed to a company by its debtors

ART – Antiretroviral therapy

ASF - Assignable Square Feet. The sum of all areas on all floors of a building assigned to, or available for assignment to, an occupant or specific use

AVS – After visit summary

A&AS – Audit and Advisory Services

Beat AML - collaborative clinical trial for acute myeloid leukemia

BERG – Black Employee Resource Group

bNAbs – Broadly neutralizing antibody

BRB - Biomedical Research Building. A building at OHSU

BS – Bachelor of Science

CAGR - Compound Annual Growth Rate measures the annual growth rate of an investment for a time period greater than a year

CAO - Chief Administrative Officer.

Capex - Capital expense

CAUTI – catheter associated urinary tract infections

CDI – Center for Diversity & Inclusion

CDI – Clostridium Difficile Infection

C Diff – Clostridium Difficile

CEAH - Cascades East AHEC, located in Bend, OR

CEI - Casey Eye Institute. An institute with OHSU

CFO - Chief Financial Officer.

CHH - Center for Health & Healing Building. A building at OHSU.

CHH-2 - Center for Health & Healing Building 2. A building at OHSU

CHIO – Chief Health Information Officer

CLABSI – Central line associated bloodstream infections

Clery – Clery Act requires colleges and universities to report campus crime data, support victims of violence, and publicly outline the policies and procedures they have put into place to improve campus safety

CLSB - Collaborative Life Sciences Building. A building at OHSU.

CMH - Columbia Memorial Hospital. A hospital in Astoria, Oregon

CMHI – Center for Mental Health Innovation.

CMI - Case Mix Index. Relative value assigned to a diagnosis-related group of patients in a medical care environment.

CMS - Centers for Medicare & Medicaid Services. A federal agency within the United States Department of Health and Human Services (HHS) that administers the Medicare program and works in partnership with state governments to administer Medicaid, the Children's Health Insurance Program (CHIP), and health insurance portability standards. In addition to these programs, CMS has other responsibilities, including the administrative simplification standards from the Health Insurance Portability and Accountability Act of 1996 (HIPAA), quality standards in long-term care facilities (more commonly referred to as nursing homes) through its survey

and certification process, clinical laboratory quality standards under the Clinical Laboratory Improvement Amendments, and oversight of HealthCare.gov.

CPI - Consumer Price Index measures the average prices of goods & services in the United States.

CY - Current Year.

DAC- Diversity Advisory Council

DEI – Diversity, Equity, & Inclusion

DEIB – Diversity, Equity Inclusion and Belonging

Downstream referral activity - specialty referrals that generate a higher margin and result from the primary care activity.

Days Cash on Hand - The number of days that OHSU can continue to pay its operating expenses with the unrestricted operating cash and investments.

DCH - Doernbecher Children's Hospital. A building at OHSU.

DMD - Doctor of Dental Medicine.

DNP - Doctor of Nursing.

DNV – Det Norske Veritas

E&M – Evaluation and management

EBIT - Earnings before Interest and Taxes. A financial measure measuring a firm's profit that includes all expenses except interest and income tax.

EBITDA - Earnings before Interest, Taxes, Depreciation and Amortization.

ED - Emergency Department. A department in OHSU specializing in the acute care of patients who present without prior appointment.

EHR - Electronic Health Record. A digital version of a patient's medical history.

EHRS – Environmental Health and Safety

EMR – Electronic medical record

ENT - Ear, Nose, and Throat. A surgical subspecialty known as Otorhinolaryngology.

Envelope - HIV surface protein that is the target of bNAbs

EPIC - Epic Systems. An electronic medical records system.

EPMO – Enterprise Program Management Office

ER - Emergency Room.

ERG – Electroretinography is an eye test used to detect abnormal function of the retina.

ERG – Employee Resource Groups

ERM - Enterprise Risk Management. Enterprise risk management in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives.

EVP – Executive Vice President

FTE - Full-time equivalent is the hours worked by an employee on a full-time basis.

FY - Fiscal Year. OHSU's fiscal year is July1 – June30.

GAAP - Generally Accepted Accounting Principles. Is a collection of commonly-followed accounting rules and standards for financial reporting.

GASB - Governmental Accounting Standards Board. Is the source of generally accepted accounting principles used by state and local governments in the United States.

GDP - Gross Domestic Product is the total value of goods and services produced within a country's borders for a specified time period.

GIP - General in-patient

GME - Graduate Medical Education. Any type of formal medical education, usually hospital-sponsored or hospital-based training, pursued after receipt of the M.D. or D.O. degree in the United States This education includes internship, residency, subspecialty and fellowship programs, and leads to state licensure.

GPO –group purchasing organization

H1 – first half of fiscal year

H2 – second half of fiscal year

HAC – hospital acquired conditions

HAI – hospital acquired infections

HCAHPS – Hospital Consumer Assessment of Healthcare Providers and Systems

Hospice GIP – Hospice General In-patient

HR - Human Resources.

HRBP – Human resources business partner

HRSA - Health Resources and Service Administration, federal agency under Health and Human Services

HSE – Harvard School of Education

HSPH – Harvard School of Public Health

IA - Internal Arrangements. The funds flow between different units or schools within OHSU.

ICU - Intensive Care Unit. A designated area of a hospital facility that is dedicated to the care of patients who are seriously ill

IGT - Intergovernmental Transfers. Are a transfer of funds from another government entity (e.g., county, city or another state agency) to the state Medicaid agency

IHI – Institute for Health Care Improvement

IMPACT - International Maternal Pediatric Adolescent AIDS Clinical Trials Network

INR – International Normalised Ratio  
IP – In Patient  
IPA – In Patient Addition  
IPS – Information Privacy and Security  
ISO – International Organization for Standardization

KCC - Knight Cancer Center. A building at OHSU.  
KCRB – Knight Cancer Research Building  
KPI – Key Performance Indicator  
KPV - Kohler Pavilion. A building at OHSU.

L – Floor Level  
L&D - Labor and Delivery.  
LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer  
LOI - Letter of Intent. Generally used before a definitive agreement to start a period of due diligence before an enduring contract is created.  
LOS – Length of stay

M - Million  
MA – Medicare Advantage  
M and A - Merger and acquisition  
MBCT – Mindfulness-Based Cognitive Therapy  
MBU - Mother-Baby Unit. A unit in a hospital for postpartum women and their newborn.  
MCMC - Mid-Columbia Medical Center. A medical center in The Dalles, OR.  
MD - Doctor of Medicine.  
MOU—Memorandum of Understanding  
MPH - Master of Public Health  
MRSA – Methicillin-resistant staph aureus

NAPLEX – North American Pharmacist Licensure Examination  
NCLEX – National Council Licensure Exam  
NCI – National Cancer Institute  
NEOAHEC - Northeast Oregon AHEC, located in La Grande, OR  
NFP - Not For Profit.  
NICU - Neonatal Intensive Care Unit specializes in the care of ill or premature newborn infants.  
NIH - National Institutes of Health. A part of the U.S. Department of Health and Human Services, NIH is the largest biomedical research agency in the world.  
NOL - Net Operating Loss. A loss taken in a period where a company's allowable tax deductions are greater than its taxable income. When more expenses than revenues are incurred during the period, the net operating loss for the company can generally be used to recover past tax payments.  
NPS: Net Promotor Score.  
NWCCU - Northwest Commission on Colleges and Universities: OHSU's regional accrediting body which is recognized by the U.S. Department of Education as the authority on the educational quality of institutions in the Northwest region and which qualifies OHSU and our students with access to federal Title IV student financial aid funds.

O2 – OHSU's Intranet  
OBGYN – Obstetrics and Gynecology  
OCA - Overhead Cost Allocation. Internal OHSU mechanism for allocating overhead expenses out to departments.  
OCBA – Oregon Commission on Black Affairs  
OCIC – Office of Civil Rights Investigations and Compliance  
OCNE - Oregon Consortium for Nursing Education. A partnership of Oregon nursing programs.  
OCR – Office of Civil Rights Federal Office  
OCT - Optical Coherence Tomography is a non-invasive imaging test.  
OCTRI - Oregon Clinical & Translational Research Institute. An institute within OHSU.  
OHA - Oregon Health Authority. A government agency in the state of Oregon  
O/E – observed/expected ratio  
OHSU—Oregon Health & Science University  
OHSUF - Oregon Health & Science University Foundation.  
OHWI - Oregon Pacific AHEC Center located in Lebanon, OR  
ONA - Oregon Nurses Association. Professional association for nurses in Oregon.  
OPAHEC - Oregon Pacific AHEC Center located in Lebanon, OR  
ONPRC - Oregon National Primate Research Center. One of seven federally funded National Primate Research Centers in the United States and a part of OHSU.  
OP – Outpatient. If your doctor sends you to the hospital for x-rays or other diagnostic tests, or if you have same-day surgery or visit the emergency department, you are considered an outpatient, even if you spend the night in the course of getting those services. You only become an inpatient if your doctor writes orders to have you formally admitted.  
OPP – OHSU Practice Plan



OPAM - Office of Proposal and Award Management is an OHSU department that supports the research community by providing pre-award and post-award services of sponsored projects and awards.

OPE - Other Payroll Expense. Employment-related expenses for benefits which the university incurs in addition to an employee's actual salary.

Opex - Operating expense

OR - Oregon

OR - Operating Room. A room in a hospital specially equipped for surgical operations.

OSU - Oregon State University.

P – Parking Floor Level

PAMC - Portland Adventist Medical Center.

PARS – Physician Advice and Referral Service

PaWS – Parking and Workplace Strategy

PCLF - Primary Care Loan Forgiveness program. Oregon program that covers tuition in exchange for a service commitment.

Students enroll during the mid-point of their education.

PDT - Photodynamic Therapy is a treatment that uses special drugs and light to kill cancer cells.

PEP - post-exposure prophylaxis

Perinatal Services – Before and after birth care

PERI-OP – Perioperative. The time period describing the duration of a patient's surgical procedure; this commonly includes ward admission, anesthesia, surgery, and recovery

PERS - Public Employees Retirement System. The State of Oregon's defined benefit plan.

PET/MRI - Positron Emission Tomography and Magnetic Resonance Imaging. A hybrid imaging technology that incorporates MRI soft tissue morphological imaging and positron emission tomography PET functional imaging.

PharmD – Doctor of Pharmacy

PHB – Portland Housing Bureau

PPI – Physician preference items

PPO - Preferred Provider Organization. A type of health plan that contracts with medical providers, such as hospitals and doctors, to create a network of participating providers. You pay less if you use providers that belong to the plan's network.

Prgogrm – Program

PSI – Patient safety intelligence

PSU - Portland State University.

PTO - Personal Time Off. For example sick and vacation time.

PV - Present Value. The current value of a future sum of money or stream of cash flows given a specified rate of return.

PY - Previous Year.

Quaternary - Extension of Tertiary care involving even more highly specialized medical procedures and treatments.

R&E - Research and Education

RAPP – Research Administration Partner Pod

RFP – Request for Proposal

RJC – Racial Justice Council

RLSB - Robertson Life Sciences Building

RN - Registered Nurse.

ROI – return on investment

RPA - Robotic Process Automation. Refers to software that can be easily programmed to do basic tasks across applications just as human workers do

RPV – revenue per visit

SAMHSA – Substance Abuse Mental Health

SAVE Act – The Campus Sexual Violence Elimination Act

SBAR – Situation, Background, Assessment, Recommendation

SCB – Schnitzer Campus Block

SG&A - Selling, General and Administrative expenses. A major non-production cost presented in an income statement

SHOI - Students for a Healthy Oregon Initiative. Oregon program that covers tuition in exchange of a service commitment. Students enroll at admission.

SIPP – Suicide Prevention, Prevention, Postvention Plan

SLM – Senior Leadership Meeting

SLO - Student Learning Outcomes Assessment: The process of establishing learning goals, providing learning opportunities, measuring student learning and using the results to inform curricular change. The assessment process examines whether students achieved the learning goals established for them.

SMMART - Serial Measurements of Molecular and Architectural Responses to Therapy

SoD – School of Dentistry

SoM - School of Medicine. A school within OHSU.

SoN – School of Nursing

SOPs – Standard Operating Procedures

SPCP – Suicide Prevention Coalition and Partnership

SPH - School of Public Health. A school within OHSU.

SPD - Sterile Processing Department. An integrated place in hospitals and other health care facilities that performs sterilization and other actions on medical devices, equipment and consumables.

SSI – Surgical site infection

TBD – To be decided

Tertiary - Highly specialized medical care over extended period of time involving advanced and complex procedures and treatments.

THK – Total hip and knees

TIC – Trauma Informed Care

Title IX - The U.S. Department of Education's Office of Civil Rights enforces, among other statutes, Title IX of the Education Amendments of 1972. Title IX protects people from discrimination based on sex in education programs or activities that receive federal financial assistance. Title IX states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

TTBD - Technology Transfer & Business Development supports advancement of OHSU research, innovation, commercialization and entrepreneurship for the benefit of society.

UBCI – Unconscious Bias Campus – wide initiative

Unfunded Actuarial Liability - Difference between actuarial values of assets and actuarial accrued liabilities of a pension plan.

Represents amount owed to an employee in future years that exceed current assets and projected growth.

UO—University of Oregon

UPP - University Pension Plan. OHSU's defined benefit plan.

URM – underrepresented minority

USMLE – United States Medical Licensing Examination

VAWA – The Violence Against Women Act

VBP – Value-based purchasing

VEC – Vaccine Equity Committee

VGTI - Vaccine and Gene Therapy Institute. An institute within OHSU.

VTE – venous thromboembolism

WACC - Weighted Average Cost of Capital is the calculation of a firm's cost of capital in which each capital category is proportionately weighted.

WMG – Wednesday Morning Group

wRVU - Work Relative Value Unit. A measure of value used in the United States Medicare reimbursement formula for physician services

YoY - Year over year.

YTD - Year to date.