



OHSU Public Board of Directors Meeting

Friday, September 26, 2025

9:15-11:45am

**Robertson Life Sciences Building, Room 3A001
2730 S Moody Ave, Portland, OR 97201**

or

OHSU Board of Directors YouTube Link:

<https://youtube.com/live/KwDEZxZn8Mo?feature=share>

(Dial-in Only):

+1-503-388-9555 Portland Oregon Toll

Access code: 286 944 89943



**OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS MEETING
Public Agenda
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9:15-11:45am
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2730 S. Moody Ave., Portland, OR 97201**

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9:15am	Call to Order/ Chair's Comments President's Comments	Chad Paulson, J.D. Shereef Elnahal, M.D., M.B.A.
9:30am	Public Testimony	Chad Paulson, J.D.
10:00am	Standing Reports <ul style="list-style-type: none">• Faculty Senate	Erin Madriago, M.D Amy Miller Juvé, Ed.D., M.Ed.
10:15am	FY25 Unaudited Financial Results	Lawrence Furnstahl
10:45am	Approval of Updated Finance & Audit Committee Charter (ACTION)	Jim Carlson
10:50am	Annual Educational Update: Assessment and Institutional Effectiveness	Marie Chisholm-Burns, Pharm.D., Ph.D., M.P.H., M.B.A. Constance Tucker, M.A., Ph.D. Cherie Honnell Elias Cohen, Ph.D.
11:10am	Appointment of OHSU Board Chair and Vice Chair (ACTION)	Chad Paulson, J.D.
11:15am	Recognition of Service for Ruth Beyer (ACTION)	Chad Paulson, J.D.
11:25am	Recognition of Service for Steve Zika (ACTION)	Chad Paulson, J.D.
11:35am	Recognition of Service for Chad Paulson, J.D. (ACTION)	Susan King, M.S., RN, CEN, FAAN
11:45am	Meeting Adjourned	



Date: 9/19/2025

To: Oregon Health & Science University Board of Directors

From: Erin Madriago, Senate President and Professor, Pediatrics on behalf of the OHSU Faculty Senate

Senate Appreciations and Overview:

- Thank you to the outgoing Senate members and welcome to the new Senate members
 - Outgoing
 - Incoming
- Welcome to Dr. Shereef Elnahal
 - Initial feedback from faculty has been significantly positive. People especially appreciate his visibility on units, his transparency about goals and vision, his early review of the finances and his willingness to engage with and involve faculty.

Recap of Last Year Faculty Senate Accomplishments:

- Hosted two well attended in-person gatherings in support of community and faculty engagement
- Committee participation
 - Faculty members served on multiple committees over the year
 - Oregon Interinstitutional Senate, Faculty Compensation, Policy Advisory, Research Oversight, Employee Advisory, Employee Benefits, Education Policy, CAP, Informational Privacy and Security
 - Search committees for the President, CPO, CEO
- Workgroups
 - Communications, Awareness of Senate, Finance, Transparency and Equity, Legacy Merger
- Academic Freedom Policy (attached)
- Faculty Discipline Workgroup (draft in evaluation)
- Advocated for issues central to faculty
 - Research support, compensation, ONPRC, access to MacHall, parking

Areas of Focus and Updates:

- Senate Retreat 9/18/25 – Focus on AY26 Priorities
 - Met with leadership to hear their visions for the next year and their ideas about ways to partner with Senate
 - Workgroups
 - Faculty Compensation, Workload and Retention
 - Communication and Transparency
 - Research Support, Infrastructure and Sustainability
 - Clinical Safety, Quality and Outcomes
 - Education Mission Support and Planning
 - Finances
 - Create simple easy access mode for collecting faculty thoughts, concerns, ideas
 - i.e. revenue generation, cost-cutting measures, quality improvement measures, etc.
 - Faculty Senate Town Halls
 - Reviewing Senate bylaws

Terms and Conditions of Employment - Academic Freedom and Responsibilities

Policy number: 03-30-001

Effective date: July 17, 2025

1. Generally

OHSU is committed to the pursuit, dissemination and preservation of scholarly knowledge, and does so primarily through the work of its faculty members. Crucial to this commitment are the foundational values of academic freedom. The duty to honestly seek, evaluate, and circulate knowledge and its application is critical to OHSU's role in serving the state of Oregon and beyond. OHSU is committed to maintaining a community where research, teaching, and academic engagement thrive and advance, and to do so, this duty should be protected.

2. Definitions

A. Academic Freedom: The freedom of faculty to investigate and discuss issues associated with one's field, and to teach and publish findings without interference from administrators, a board of directors, political figures, donors, or other entities. Academic freedom also protects the right of a faculty member to speak freely when participating in shared governance as well as to speak freely as a citizen.

B. Research: Exploration, investigation, practical application and dissemination of new or existing knowledge through scholarship, experimentation, and creative expression.

C. Teaching: Instruction and discussion of all relevant matters in the classroom and beyond.

3. Faculty Rights

Academic freedom protects both individual and collective faculty rights. Individual faculty members have the right to pursue research and teaching without coercive internal or external interference or pressure. Collectively, faculty members have the right to critically evaluate without interference or pressure. This includes, but is not limited to, areas of shared governance.

A. Teaching

Faculty are entitled to freedom in education. In teaching, faculty members have the freedom both within and outside of the classroom to teach, examine and engage in issues that are relevant to the subject matter of the educational activity regardless of controversy. Subject to established oversight of curriculum, OHSU policy, state and federal law, each faculty member has the right to use their own scholarly judgment and educational expertise in determining relevance of information, content of the course, supervision and moderation of arguments, and student performance assessment.

B. Research

Faculty are entitled to freedom in scholarly work. Scholarly work is any intellectual work developed by faculty in academic disciplines for the purpose of understanding and expressing knowledge. Faculty members have the freedom to, without restraint, coercion or disciplinary threat or action, use their own scholarly expertise to consider, design, enact, and disseminate their academic work and findings, subject to the oversight of OHSU's compliance bodies. Faculty are also entitled to examine and critique other faculty members' work in a collective effort to contribute to the development of the discipline. Academic freedom includes the right of faculty members to have their work assessed according to the internal standards of the discipline. The personal views of faculty or the political or social implications of their results will not be the basis for faculty decisions about discipline, hiring, retention, or promotion.

C. Engagement

As a member of the wider community and citizen beyond OHSU, the faculty member has the rights and obligations of any citizen. Thus, the expressive rights of faculty members extend beyond the classroom and publication of scholarly works. Faculty have the freedom to participate in public debate, both within and beyond their areas of expertise and address the OHSU community, state of Oregon, and beyond regarding any matter in a manner that aligns with OHSU policy, including but not limited to Policy 03-05-048, Discrimination, Harassment and Retaliation, and its Code of Conduct. In exercising these rights, the faculty member speaks only as an individual, either as a professional scholar with a field of special competence or as a private citizen. Through participation in public debate, faculty members will not have their personal opinions or public expressions of those opinions controlled by OHSU. Faculty members acting or speaking as citizens have a responsibility to make clear that these actions and utterances are entirely their own and not those of the University or any component of the University, unless specifically authorized to do so. In addition, faculty may not be forced or pressured by OHSU to endorse or express views. Furthermore, faculty expression or lack thereof may not be used against faculty in decisions about discipline, hiring, retention, or promotion.

D. Shared Governance

The faculty have a right and responsibility to participate in the establishment and functioning of a governance system at the department, school and University level to ensure academic freedom and the promotion of the goals of the institution. The University looks to the faculty for recommendations and or decisions on various academic personnel matters including faculty appointments, reappointments, promotions, the award of tenure, and salary increase guidelines; on the development of new academic programs and the modifications or discontinuance of existing programs, on academic curricula and standards; on definition of University mission and goals; on policies; on the formulation of annual budget requests and allocations; and on the selection and review of specified administrative officials, as well as other issues that concern the general welfare of the University, including student affairs and the academic environment.

Faculty are entitled to freedom in this system of shared governance. As active members of the University, faculty have the freedom to address, question, or criticize any matter of institutional policy or practice in private or public forum, as either individuals or as members of a university governance unit or committee in a manner that aligns with OHSU policy, including but not limited to Policy 03-05-048, Discrimination, Harassment and Retaliation, and its Code of Conduct, without coercive pressure or interference.

4. Responsibilities

The freedoms enumerated in this policy do not come without responsibilities and/or consequences. A faculty member's academic responsibility requires adherence to OHSU policy and its Code of Conduct, professional duties and obligations, and careful distinction between faculty activities and personal activities. Faculty members should respect the academic freedom of fellow faculty members, the diversity of opinions, and the dignity of others. Further, when defending intellectual honesty and freedom of inquiry and instruction, including the expression of dissent, faculty should do so in respectful ways and consistent with OHSU policy, its Code of Conduct and relevant professional responsibilities.

Related policies and procedures: [OHSU Code of Conduct](#), [OHSU Policy 03-05-048, Discrimination, Harassment and Retaliation](#)

Origination date: October 10, 1996

Responsible office: Office of the Provost

Policy revision history

January 14, 2003

October 17, 2012

July 17, 2025



September 19, 2024

To: Members, OHSU Board of Directors

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

Re: FY25 Audited Financial Results for September 26th Meeting

Enclosed is a report on unaudited financial results for FY25 with an update on FY26 through August. KPMG will report on their external audit of year-end financial statements in October.

The FY25 operating loss is \$(133)m or -2.4% of \$5.5 million in revenue, \$(108)m greater than the budgeted deficit of \$(25)m. At the June Board meeting, we estimated a loss of \$(114)m based on May YTD. Although revenues ended \$19m above this estimate, they were more than offset by \$39m in higher expenses. Compared to FY24, revenues grew 9.4% or \$473m but expenses grew by 9.3% or \$479m, resulting in nearly the same loss. OHSU-held cash & investments fell \$250m due to the operating loss plus construction on Vista Pavilion after debt issued for the project was fully applied.

To provide a longer context, total OHSU operating income fell from a \$176m gain in FY19—the last pre-pandemic year—to a \$(133)m loss in FY25. Four items had especially large changes over this period: non-hospital pharmacy services, IGT funding, partner hospital support, and HB3320 financial assistance to lower income patients. Putting aside these items, the “core” or underlying OHSU loss increased by nine times over six years, from a relatively modest deficit of \$(86)m in FY19 to a large loss of \$(808)m last year.

The driver of this rapidly widening gap was core revenue growth of 6% per year lagging the increase in core salary & benefit costs at 10% per year. The number of employees grew by 4% per year and salaries & benefits per FTE at 6% per year. The year over year increase in FTEs flattened by Q4 of FY25, but the growth in compensation costs per employee did not.

Given these longer-term trends, financial Imperatives going forward are:

- Keeping FTE growth below 2% year over year
- Increasing productivity to continue to meet our missions with lower FTE growth
- Controlling the increase in salaries & benefits per FTE
- Investing in and achieving strategic growth in profitable services
- Securing better payment rates from commercial insurance for our unique and complex care.



FY25 Financial Results in Context

OHSU Board of Directors / September 26, 2025

Unaudited FY25 Operating Loss = \$(133)M

- The unaudited FY25 operating loss is \$(133)m or -2.4% of \$5.5 million in revenue, \$(108)m greater than the budgeted deficit of \$(25)m.
- KPMG will report on their external audit of FY25 financial statements in October.
- At the June Board meeting, we estimated a loss of \$(114)m based on May YTD (third column below). Although revenues ended \$19m above this estimate, they were more than offset by \$39m in higher expenses.
- Compared to FY24, revenues grew 9.4% or \$473m but expenses grew by 9.3% or \$479m, resulting in nearly the same deficit.

OHSU Operating Income (millions)	FY24 Adjusted*	FY25 Budget	May YTD x 12/11	FY25 Actual	Actual - Budget	Actual / Prior Year
Operating revenues	\$5,035	\$5,462	\$5,489	\$5,508	\$46	9.4%
Operating expenses	5,163	5,487	5,602	5,642	155	9.3%
Operating income (loss)	\$(128)	\$(25)	\$(114)	\$(133)	\$(108)	4.4%
% operating margin	-2.5%	-0.5%	-2.1%	-2.4%		
*FY24 adjusted for implementation of GASB 100 & 101 recording expense for all paid leave.						

FY25 Loss \$(108)M Greater than Budget

- Healthcare + School of Medicine ended the year \$(158)m off budget.
- A positive budget variance in non-hospital pharmacy services was more than offset by:
 - Impact of HB3320's greater financial assistance to lower income patients
 - Greater operating support to Adventist (AHP) and Hillsboro (HMC)
 - Failure of “core” (or all other) revenues to grow as much, and expenses to be reduced as much, as targeted in the FY25 plan.
- Offsetting part of the HC+SoM negative variance were:
 - Spending below budget in Provost, CFO and other central areas (+\$12m)
 - Slower ramp up of spending in strategic initiatives (+19m)
 - RIF-related costs budgeted in FY25 Q1 but booked in June of FY24 (+18m).

Revenue \$46M & Expense \$155M Above Budget

June YTD - 12 Months (millions)	Last Year Adjusted*	FY25 Budget	FY25 Jun Actual	Actual - Budget	Actual / Last Year
Net patient revenue	\$3,449	\$3,802	\$3,785	\$(17)	9.8%
Medical contracts	185	208	196	(12)	6.0%
Healthcare other revenue	256	213	282	69	10.3%
Subtotal - clinical	3,889	4,223	4,263	40	9.6%
Grants & contracts	580	591	578	(13)	-0.2%
Gifts applied	121	130	139	8	14.5%
Tuition & fees	81	84	84	(0)	3.3%
Non-healthcare other revenue	71	53	64	11	-10.3%
Subtotal - academic & other	853	859	865	6	1.4%
Subtotal - State support	293	380	380	0	29.8%
Total operating revenues	5,035	5,462	5,508	46	9.4%
Salaries & benefits	3,203	3,408	3,440	31	7.4%
Rx & medical supplies	998	1,079	1,183	104	18.6%
Other services & supplies	708	730	757	27	6.9%
Depreciation & interest	255	270	263	(7)	3.0%
Total operating expenses	5,163	5,487	5,642	155	9.3%
Operating income	(128)	(25)	(133)	(108)	4.4%
*FY24 adjusted for implementation of GASB 100 & 101 recording expense for all paid leave.					

Broad-Based Activity Growth → 9% Revenue Gain

Patient Activity	FY24	FY25	FY25	Actual /	Actual /
June YTD - 12 Months	Last Year	Budget	Actual	Budget	Last Year
Inpatient admissions	27,713	27,404	29,150	6.4%	5.2%
Average length of stay	7.03	7.00	6.82	-2.6%	-3.0%
Average daily census	493.2	492.0	502.4	2.1%	1.9%
Day / observation patients	48,538	49,994	51,612	3.2%	6.3%
Surgical cases	37,150	38,291	38,673	1.0%	4.1%
Emergency visits	56,441	54,715	59,411	8.6%	5.3%
Ambulatory visits	1,210,547	1,210,531	1,260,117	4.1%	4.1%
Casemix index (CMI)	2.51	2.50	2.58	3.2%	2.8%
Outpatient share of activity	58.3%	58.7%	59.6%	1.5%	2.2%
CMI/OP adjusted admissions	166,861	166,072	186,029	12.0%	11.5%
Rate-adjusted gross charges	7,971	8,549	8,993	5.2%	12.8%

Cash Falls \$250M with Vista Pavilion Construction

Balance Sheet			12-Month
(millions)	6/30/24	6/30/25	Change
OHSU-held cash & investments	\$1,460	\$1,210	\$(250)
OHEP construction fund	111	0	(111)
Net property, plant & equipment	2,414	2,627	212
Interest in OHSU Foundation	1,546	1,576	30
Long-term debt	(1,336)	(1,313)	24
PERS pension liability	(513)	(574)	(62)
Working capital & other, net	341	556	214
Consolidated net worth	\$4,023	\$4,081	\$58
Operating income (loss)			(133)
OHSU investment return			160
Grant & gift funded capital			2
Foundation gain (loss)			30
Release of surplus note reserve			17
Pension & other non-operating items			(17)
YTD change in net worth			\$58

FY25 June YTD Cash Flow	(millions)
Operating income	\$(133)
Depreciation	219
Investment return	160
Construction funds applied	111
Grant & gift funded capital	2
Sources of cash	358
Debt & capital leases repaid, net	(24)
Capital spending	(431)
QDP approval delay	(95)
Third-party settlements & other, net	(58)
Uses of cash	(608)
Net cash flow	\$(250)
<i>6/30/24 Days cash on hand</i>	<i>170</i>
<i>6/30/25 Days cash on hand</i>	<i>136</i>
<i>Fitch Ratings AA median</i>	<i>280</i>
<i>Fitch Ratings A median</i>	<i>212</i>
<i>(August 5, 2025)</i>	

Context: Pre-Pandemic to Today

- FY19 was the last pre-pandemic year, when OHSU reached its highest earnings level.
- Total OHSU operating income fell from a \$176m gain in FY19 to a \$(133)m loss in FY25 (purple line).

Total & Core Earnings (millions)	FY19	FY25	6-Year CAGR
OHSU operating gain (loss)	\$176	\$(133)	
Non-hospital Rx direct margin	160	480	20.1%
Total QDP-IGT funding	116	310	17.8%
HMC/AHP operating support	(13)	(49)	24.5%
HB3320 patient assistance impact		(66)	
Core OHSU operating gain (loss)	\$(86)	\$(808)	

- Three line-items, two positive and one negative, increased at double-digit annual rates:
 - Non-hospital Rx margin increased from \$160m to \$480m or 20% per year.
 - IGT funding increased from \$116m to \$310m or 18% per year.
 - Operating support for Hillsboro and Adventist increased from \$(13)m to \$(49)m or 24% per year.

“Core” Operating Loss from FY19 to FY25

- Putting aside these three items and the new \$(66)m cost of HB3320 financial assistance for patients, the “core” OHSU loss increased by 9 times over 6 years, from a relatively modest deficit of \$(86)m in FY19 to a large loss of \$(808)m in FY25 (red line).
- This is an increase in the core deficit of \$(120)m per year on average.
- The driver of this rapidly widening gap was core revenue growth of 6.4% per year (blue line) vs core salary & benefit costs growing at 10.5% per year (green line).
- The number of employees grew by 4.2% per year and salaries & benefits per FTE at 6.1% per year.

Core OHSU Earnings (millions)	FY19	FY25	6-Year CAGR
Operating revenues	\$2,772	\$4,017	6.4%
Salaries & benefits	1,847	3,359	10.5%
Services & supplies	794	1,204	7.2%
Depreciation & interest	218	263	3.2%
Total expenses	2,859	4,826	9.1%
Core OHSU operating gain (loss)	\$(86)	\$(808)	45.2%

“Core” Operating Loss from FY24 to FY25

- Between FY24 and FY25, the direct margin from non-hospital pharmacy services increased by 40% or \$137m, while IGT funding grew by 41% or \$90m.
- Outside of non-hospital Rx, IGT funding, AHP/HMC support, HB3320 impact, and FY24 one-time items, OHSU’s “core” revenues increased 6.2% or \$235m, but “core” expenses grew by 7.9% or \$353m, for an increase in core operating loss of \$(118)m.

Major Components of FY24 & FY25	FY24	FY25	Percent	Dollar
Operating Income (millions)	Actual	Preliminary	Change	Change
Core operating revenues	\$3,783	\$4,017	6.2%	\$235
Core operating expenses	4,473	4,826	7.9%	353
Core operating income	(690)	(808)	17.1%	(118)
Non-hospital Rx revenue	989	1,247	26.1%	
Non-hospital Rx direct expense	647	768	18.7%	
Non-hospital Rx direct margin	342	480	40.1%	137
IGT funding	220	310	40.8%	90
AHP/HMC operating loss support	(26)	(49)	89.0%	(23)
HB3320 financial aid impact		(66)		
One-time 340b recovery	44			
One-time RIF related costs	(18)			(92)
Total operating revenues	5,035	5,508	9.4%	
Total operating expenses	5,163	5,642	9.3%	
Total operating income*	\$(128)	\$(133)	4.4%	\$(6)
*FY24 operating income adjusted for implementation of GASB 100 and 101.				

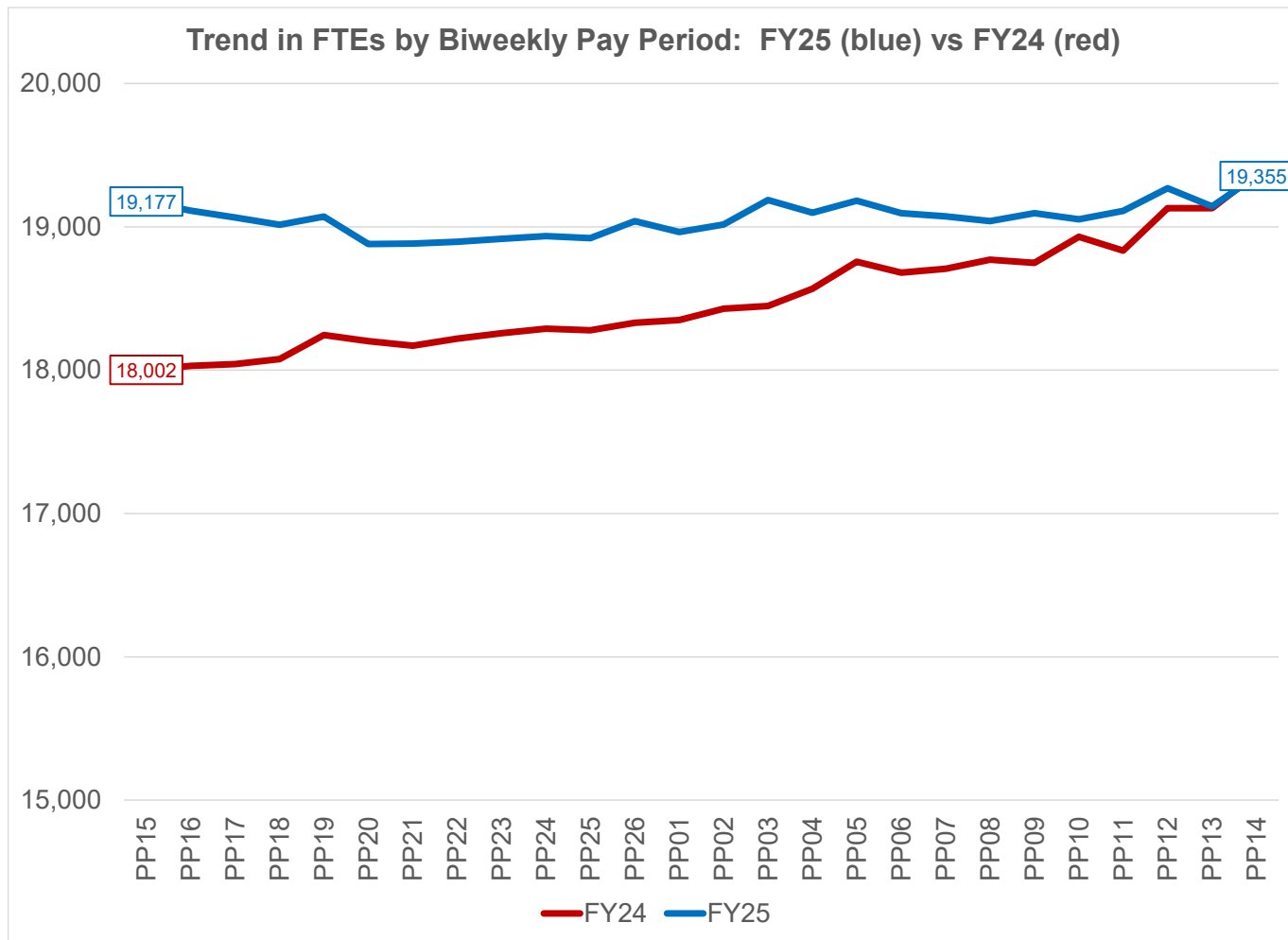
Salaries & Benefits from FY24 to FY25

- The percentage gap between payment rate growth and unit cost inflation narrowed in FY25 compared to the 6-year average due to greater restraint in hiring.
- However, this smaller percentage gap was applied against a larger dollar difference between revenues and expenses to create a comparable dollar increase in the core deficit: \$(118)m in FY25 compared to 6-year average of \$(120)m.
- The largest driver of higher core expenses was labor cost, up 8% from FY24 to FY25.
- This reflected the compounded effect of 1.8% more FTEs and 6.1% higher average wages & benefits per FTE.

Compensation Per FTE	FY24	FY25	% Change
Total payroll FTEs	18,500	19,062	3.0%
Contracted FTEs	510	288	-43.5%
Total OHSU FTEs	19,010	19,350	1.8%
Total salaries & benefits (millions)	\$3,203	\$3,440	7.4%
RIF & severance costs	(18)	0	-100.0%
Adjusted salaries & benefits	3,185	3,440	8.0%
Average compensation per FTE	\$167,518	\$177,756	6.1%

Trend in FTEs: FY25 Compared to FY24

The year over year increase in FTEs flattened by Q4, but the growth in compensation costs per employee did not.



FY25 Gain and Loss by Major Area

- This table takes direct margin and then allocates overhead, depreciation & interest, to show total revenue, total expense, and operating income (loss) for each major unit.
- Of the FY25 operating loss of \$(133)m, \$(251)m occurs in Healthcare + School of Medicine, a negative margin of -5.5%.
- This is offset in part by IGT funding not allocated to research & education support but instead used to support labor costs in excess of payments rates across OHSU.
- The \$(251)m HC+SoM loss compares to a \$114m gain in FY19 (pre-pandemic).

FY25 Operating Income by Major Area (millions)	Healthcare + SoM	CRO Ctrs & Institutes	Provost Schools	Restricted Funds	Admin & Institutional	IGT Funding	Total OHSU
Operating revenues	\$4,561	\$39	\$120	\$443	\$35	\$310	\$5,508
Direct expenses	4,402	32	113	438	394	0	5,379
Research & education support	(70)	(24)	(18)	(0)	(14)	126	0
Allocated overhead	325	25	21	0	(371)	0	(0)
Depreciation & interest	155	0	0	0	108	0	263
Total expenses	4,812	33	117	438	117	126	5,642
Operating gain (loss)	\$(251)	\$6	\$3	\$5	\$(81)	\$184	\$(133)

FY26 August YTD Revenue is \$35M > Expense

- FY26 August books show strong performance that, if maintained, would significantly increase the likelihood of achieving this year's budget. However, the bottom line includes several timing items that need to be kept in mind:
 - It does not have any impact of collective bargaining agreements under negotiation.
 - Implementation of GASB 101, which requires recording liabilities for all paid leave, resulted in a gain (reduction in liability) in July and August, as employees took vacation. This should reverse to an expense as the year progresses.
 - There is a positive variance in restricted funds due to a receipt of non-federal grants above spending on them. This too should even out as the year progresses.
 - August has no expense related to changes in the income sharing agreement with Adventist Health Portland.

August YTD Revenue & Expense Two Months (millions)	FY25 Last Year	FY26 Budget	FY26 Actual	Actual - Budget	Actual / Last Year
Operating revenues	\$886	\$1,013	\$1,000	\$(12)	12.9%
Salaries & benefits	567	609	594	(16)	4.8%
Supplies & services	293	358	328	(30)	12.0%
Depreciation & interest	43	44	43	(1)	0.8%
Operating expenses	902	1,011	965	(47)	6.9%
Operating income (loss)	\$(16)	\$1	\$35	\$34	
% operating margin	-1.8%	0.1%	3.5%		

Absent Timing Issues, Gain is \$12M > Budget

- In total, these timing items account for about \$22m of the \$35m in recorded operating income through August. The remaining \$13m of gain is \$12m above the seasonally-spread budget.
- Revenues are a bit below budget but this gap is more than offset by lower Rx & medical supply expense. Salaries & benefits are well-managed and essentially on budget, adjusting for the timing issues noted above.
- Finally, spending on other services & supplies is well below both budget and the trend of the last quarter of FY25. This item tends to be especially lumpy (with units holding back on spending early in the year) and often catches up as the year progresses.
- Healthcare & School of Medicine are \$13m better than budget through August. Adjusting for their component of timing items listed above (including 85% of total AFSCME labor costs), they are essentially on budget.
- Despite the booked gain and positive investment returns, OHSU-held cash & investments are down \$(80)m in two months, including the continued build-out of the Vista Pavilion now that debt issued for the project has been completely applied.
- The first couple months of financial results are can be quite variable; future months' results will provide a firmer fix but so far, trends are positive. Maintaining very tight FTE control and not spending on other services & supplies will be key on the upside.

Financial Imperatives for FY26 & Beyond

- Keep FTE growth below 2% year over year (achieved in FY25).
- Increase productivity to continue to meet our missions within the lower FTE growth.
- Control increase in salaries & benefits per FTE, especially in new contracts.
- Invest in and achieve strategic growth in profitable services, such as cancer care.
- Secure better payment rates that reflect the unique and complex care we provide, following on success in the United Healthcare contract (>30% over 3 years).

September 18, 2025

TO: Members of the Board

FR: Connie Seeley, Secretary to the Board of Directors

RE: Updates to the Finance & Audit Committee (FAC) Charter

Prior to this past year, the Finance & Audit Committee did not have public meetings and did not take formal action, it was advisory only. As a result, the external auditors (KPMG) provided their annual audit report to the FAC in October but then repeated that report to the full Board a week later. Because of this, we had to have back-to-back full Board meetings, one in September and one in October.

Now with public FAC meetings, the Committee can vote on actions that are delegated to it in its charter. This allows the FAC to receive and vote to accept the external audit directly in its public October meeting, eliminating the need for the second full Board meeting in October. This is also the most common practice for the audit committee to receive and vote to accept the external audit report and then provide a report on this action to the full Board at its next meeting, in this case January. Lawrence and his team have consulted with Drew Corrigan, our KPMG partner, he also agrees that this would be best practice.

The Governance Committee of the Board and the Finance & Audit Committee (FAC) of the Board will have reviewed and provided feedback prior to the public meeting. The draft included in the board packet reflects discussion from a public Governance committee held earlier this week. FAC will meet to review the draft the day before the Public Board meeting.

If adopted by the board, to implement this for this year, KPMG will provide their report at the October FAC meeting without the need to repeat it at an October full Board meeting, which we can then cancel.

**Oregon Health & Science University
Board of Directors
Finance & Audit Committee Charter**

Committee Purposes

1. The OHSU Board Finance & Audit Committee will serve as advisors to the OHSU President and/or the President's designee for matters related to long-term financial plans and annual budgets, review of financial results and performance goals, identifying and managing financial risk, and strategic financial decisions in relation to the overall mission of the organization.
2. The Committee ~~will also assist the President~~ shall have the authority to receive, review, and accept on behalf of the Board of Directors the report of the independent auditors, including the annual audited financial statements. Further, they will also assist the President and/or the President's designee by reviewing and advising on the quality and integrity of accounting, auditing, financial reporting and internal controls, which include obtaining annually, from a qualified independent public accountant, adequate assurance that appropriate accounting standards have been followed and that financial reports comply with applicable laws and regulations.
3. The Committee will serve as advisors to the President and/or the President's designee in formulating the University's overall investment policies, and establishing investment guidelines in furtherance of those policies. The Committee, along with the Chief Financial Officer, will monitor the management of the portfolio for compliance with the investment policies and guidelines and for meeting performance objectives over time.
4. ~~The Committee is not authorized to make decisions for or recommendations to the Board of Directors but serves only in an advisory capacity to the President or the President's designee.~~

Committee Membership and Meetings

The Finance & Audit Committee will consist of no fewer than three members who shall be appointed and replaced by the Board and serve at the pleasure of the Board. ~~At~~ least one member of the Finance & Audit Committee shall have experience in financial reporting or analysis, or the Finance & Audit Committee shall obtain the services of an individual who has such experience.

The Board will designate one of its members to serve as Chair of the Committee, but if the Committee Chair is not so designated or he or she is absent or unable to serve, the members of the Committee may designate an acting Chair by majority vote of the full Committee membership.

Committee Meetings and Reports

The Committee will meet at least four times per year. ~~The Committee's performance will be evaluated, with a goal of at least annually. As a body that is exclusively advisory to a single individual, no quorum is required or necessary for Committee business and shall not be constituted regardless of the number of members one meeting in attendance. person.~~

Budget and Finance Matters

The Committee will provide advice and counsel to the President and/or the President's designee as follows:

- Review and comment on financial assumptions and proposals preliminary to OHSU's annual operating and capital budgets.
- Review and comment on long-term financial plans prepared in connection with the mission and strategic plans, financings, acquisitions, partnerships and other decisions that involve long-term financial planning.
- Review and comment on the organization's performance against annual budgets and long-term plans, through review of financial reports and forecasts.
- Review and comment on financial strategies of the university, including sensitive business, financial or commercial matters not customarily provided to competitors related to financings, mergers, acquisitions or joint ventures or related to the sale or other disposition of, or substantial change in use of, significant real estate or personal property, or related to health system strategies, investment policy and performance, and debt and debt risk management.
- Review and comment on the portfolio of financial institutions that provide banking and lending services to the university, including market conditions and terms.

Audit Matters

The Committee will provide advice and counsel to the President and/or the President's designee on:

- The selection of an independent audit firm to provide annually a written opinion and other required communications on the consolidated financial

statements of OHSU in accordance with auditing standards generally accepted in the United States of America.

- The independence of the audit firm from OHSU in both fact and appearance.
- -The audit scope, engagement letter (which will include a designated member of the Committee as an addressee), and aggregate billings of the audit firm, including any non-audit services provided.
- The budget, structure, scope, findings and results of the university's internal audit program. -The director of the internal audit program will meet with the committee twice annually.
- Issues concerning financial integrity and controls, fraud or misappropriation of resources, whether identified by management, internal audit, the independent audit firm or others, will be brought to the attention of the Committee and the full Board where appropriate.

In addition, the Committee shall have the authority to receive, review, and accept on behalf of the Board of Directors:

- The report of the independent auditors, including the annual audited financial statements. The Committee shall report its actions to the Board at the next regular meeting and provide the Board with a summary of key findings and recommendations from the auditors for acknowledgement.

With acceptance of the audited financial statements by the Finance & Audit Committee, the audited financial statements shall be deemed accepted by the Board of Directors, unless otherwise directed by the Board. The Committee shall also oversee management's response to the auditors' recommendations and report on progress to the Board.

Audit Firm Independence

In order to ensure the independence and integrity of the audit, the audit firm retained by OHSU must agree that:

- The partner conducting the audit must rotate off the audit no less often than every 7 years, for a period of at least 2 years.
- The audit firm may not have employed the OHSU ~~President, OHSU Chief Financial Officer, Comptroller or Hospital Chief Financial Officer~~ president, chief financial officer, chief accounting officer, or senior healthcare financial leader in the one year preceding the audit.

- Prior to performance by the audit firm of services outside the engagement letter that may bear on auditor independence, management shall consult with members of the Committee.

Investment Matters

The Committee will provide advice and counsel to the President and/or the President's designee on:

- Setting investment policies and guidelines, including policies and guidelines regarding asset classes, asset allocation ranges, and prohibited investments.
- Overseeing investment and reinvestment of funds. The Committee may delegate investment functions to officers and employees and to external investment managers.
- Monitoring the management of the funds by reviewing written reports from investment staff and by discussions with investment staff at Committee meetings that focus on the primary determinants of returns, including asset allocation and investment strategy.
- Evaluating investment performance of the fund based on a comparison of actual returns, and with such other benchmarks as the Board or Committee may from time to time select. The evaluation will take into account compliance with investment policies and guidelines and risk levels.
- Review and recommend to the President or the President's designee an incentive compensation pool for professional investment staff.
- Periodically review and assess the adequacy of this charter and make recommendations for revisions.

**Oregon Health & Science University
Board of Directors
Finance & Audit Committee Charter**

Committee Purposes

1. The OHSU Board Finance & Audit Committee will serve as advisors to the OHSU President and/or the President's designee for matters related to long-term financial plans and annual budgets, review of financial results and performance goals, identifying and managing financial risk, and strategic financial decisions in relation to the overall mission of the organization.
2. The Committee shall have the authority to receive, review, and accept on behalf of the Board of Directors the report of the independent auditors, including the annual audited financial statements. Further, they will also assist the President and/or the President's designee by reviewing and advising on the quality and integrity of accounting, auditing, financial reporting and internal controls, which include obtaining annually, from a qualified independent public accountant, adequate assurance that appropriate accounting standards have been followed and that financial reports comply with applicable laws and regulations.
3. The Committee will serve as advisors to the President and/or the President's designee in formulating the University's overall investment policies and establishing investment guidelines in furtherance of those policies. The Committee, along with the Chief Financial Officer, will monitor the management of the portfolio for compliance with the investment policies and guidelines and for meeting performance objectives over time.

Committee Membership and Meetings

The Finance & Audit Committee will consist of no fewer than three members who shall be appointed and replaced by the Board and serve at the pleasure of the Board. At least one member of the Finance & Audit Committee shall have experience in financial reporting or analysis, or the Finance & Audit Committee shall obtain the services of an individual who has such experience.

The Board will designate one of its members to serve as Chair of the Committee, but if the Committee Chair is not so designated or he or she is absent or unable to serve, the members of the Committee may designate an acting Chair by majority vote of the full Committee membership.

The Committee will meet at least four times per year, with a goal of at least one meeting in person.

Budget and Finance Matters

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- Review and comment on long-term financial plans prepared in connection with the mission and strategic plans, financings, acquisitions, partnerships and other decisions that involve long-term financial planning.
- Review and comment on the organization's performance against annual budgets and long-term plans, through review of financial reports and forecasts.
- Review and comment on financial strategies of the university, including sensitive business, financial or commercial matters not customarily provided to competitors related to financings, mergers, acquisitions or joint ventures or related to the sale or other disposition of, or substantial change in use of, significant real estate or personal property, or related to health system strategies, investment policy and performance, and debt and debt risk management.
- Review and comment on the portfolio of financial institutions that provide banking and lending services to the university, including market conditions and terms.

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- The independence of the audit firm from OHSU in both fact and appearance.
- The audit scope, engagement letter (which will include a designated member of the Committee as an addressee), and aggregate billings of the audit firm, including any non-audit services provided.

- The budget, structure, scope, findings and results of the university's internal audit program. The director of the internal audit program will meet with the committee twice annually.
- Issues concerning financial integrity and controls, fraud or misappropriation of resources, whether identified by management, internal audit, the independent audit firm or others, will be brought to the attention of the Committee and the full Board where appropriate.

In addition, the Committee shall have the authority to receive, review, and accept on behalf of the Board of Directors:

- The report of the independent auditors, including the annual audited financial statements. The Committee shall report its actions to the Board at the next regular meeting and provide the Board with a summary of key findings and recommendations from the auditors for acknowledgement.

With acceptance of the audited financial statements by the Finance & Audit Committee, the audited financial statements shall be deemed accepted by the Board of Directors, unless otherwise directed by the Board. The Committee shall also oversee management's response to the auditors' recommendations and report on progress to the Board.

Audit Firm Independence

In order to ensure the independence and integrity of the audit, the audit firm retained by OHSU must agree that:

- The partner conducting the audit must rotate off the audit no less often than every 7 years, for a period of at least 2 years.
- The audit firm may not have employed the OHSU president, chief financial officer, chief accounting officer, or senior healthcare financial leader in the one year preceding the audit.
- Prior to performance by the audit firm of services outside the engagement letter that may bear on auditor independence, management shall consult with members of the Committee.

Investment Matters

The Committee will provide advice and counsel to the President and/or the President's designee on:

- Setting investment policies and guidelines, including policies and guidelines regarding asset classes, asset allocation ranges, and prohibited investments.
- Overseeing investment and reinvestment of funds. The Committee may delegate investment functions to officers and employees and to external investment managers.
- Monitoring the management of the funds by reviewing written reports from investment staff and by discussions with investment staff at Committee meetings that focus on the primary determinants of returns, including asset allocation and investment strategy.
- Evaluating investment performance of the fund based on a comparison of actual returns, and with such other benchmarks as the Board or Committee may from time to time select. The evaluation will take into account compliance with investment policies and guidelines and risk levels.
- Review and recommend to the President or the President's designee an incentive compensation pool for professional investment staff.
- Periodically review and assess the adequacy of this charter and make recommendations for revisions.



**RESOLUTION 2025-09-08
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

(Approval of Finance and Audit Committee Charter)

WHEREAS, the Board of Directors has previously approved and adopted a Finance and Audit Committee Charter (“Charter”); and

WHEREAS, upon the recommendation of the Executive Vice President and Chief Financial Officer, the Board wishes to adopt certain amendments to the Charter designed to update the Finance and Audit Committee’s authority and meeting cadence requirements.

NOW, THEREFORE, BE IT RESOLVED:

The Finance and Audit Committee Charter attached as Exhibit A is hereby approved, effective immediately, and shall replace the prior Charter of the Finance and Audit Committee.

This Resolution is adopted this 26th day of September, 2025.

Director	Yes	No	Abstain
Chad Paulson			
James Carlson			
Ruth Beyer			
Shereef Elnahal			
Justin Hurley Braswell			
Claire Irvan			
Susan King			
Maria Rodriguez			
Malik Seals			
Sue Steward			
Steve Zika			

Signed by the Secretary of the Board on September 26, 2025.

Connie Seeley
Board Secretary



Date: September 26, 2025

To: OHSU Board of Directors

From: Marie Chisholm-Burns, OHSU Executive Vice President and Provost

RE: Annual Educational Update: Assessment and Institutional Effectiveness

This presentation is to facilitate the annual review of assessment and institutional effectiveness activities by the OHSU Board which is an expectation of our accrediting agency, the Northwest Commission on Colleges and Universities (NWCCU).

Assessment for Student Learning is essentially “what do we want our students to know and be able to do and how do we know they got it?” This presentation is to make the OHSU Board aware of our institutional assessment activities over the past year.

The Office of Institutional Research and Effectiveness is responsible for analysis of OHSU educational data, tracking key indicators of success and working with academic units toward continuous improvement based on those indicators. The presentation displays graduation rates and first-time pass rates for large OHSU programs as well as the number of degrees awarded in the 30-30-30 programs.

Annual Educational Update: Assessment and Institutional Effectiveness

Marie Chisholm-Burns, PharmD, PhD, MPH, MBA, FCCP, FASHP, FAST, FNAP, FACHE
Executive Vice President and Provost

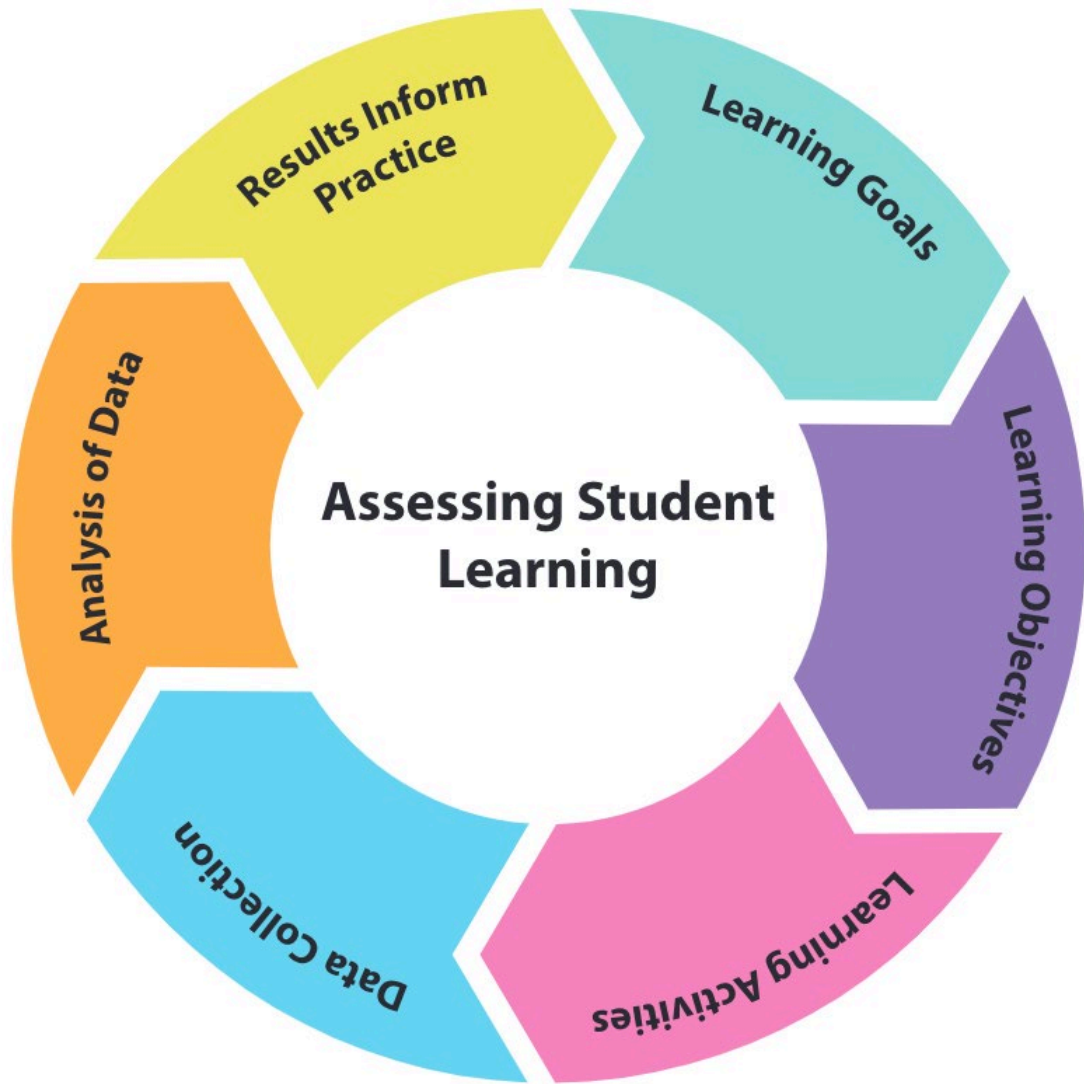
Constance Tucker, MA, PhD
Vice Provost for Educational Improvement and Innovation

Cherie Honnell
Vice Provost for Enrollment Management & Academic Programs

Elias Cohen, PhD
Assistant Vice Provost for Institutional Research & Effectiveness



OHSU Board Meeting: September 26, 2025



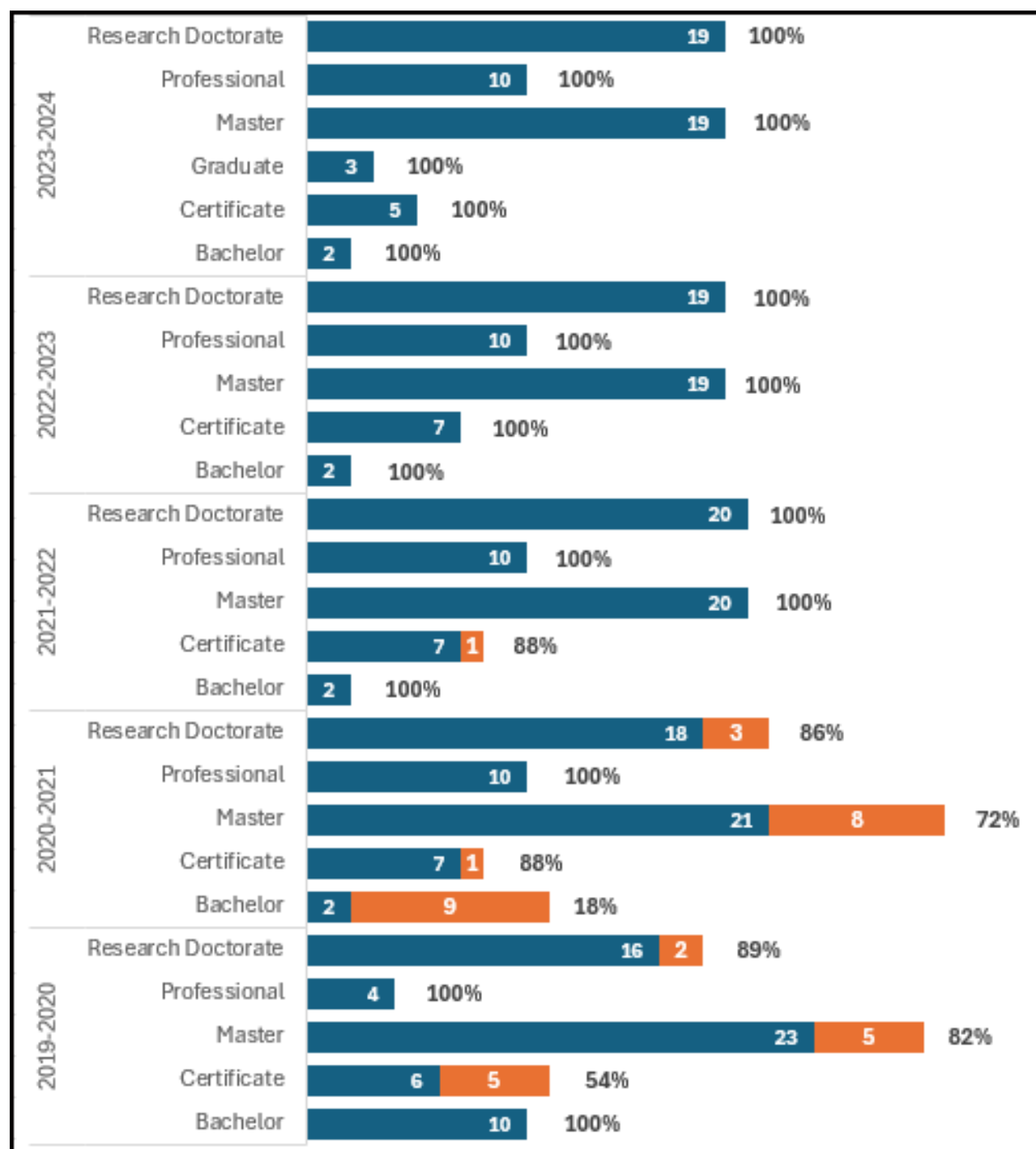
What do we want our students to know and be able to do and how do we know they got it?

Constance Tucker, MA, PhD
Vice Provost, Educational
Improvement and Innovation

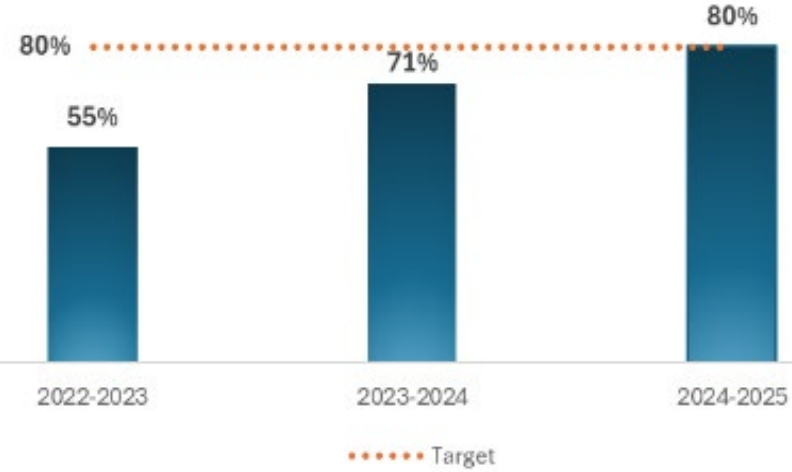
OHSU Graduation Core Competencies

- Professional Knowledge and Skills
- Professional Identity and Ethical Behavior
- Information Literacy
- Communication
- Teamwork
- Social Justice, Equity, and Community Engagement
- Patient Centered Care

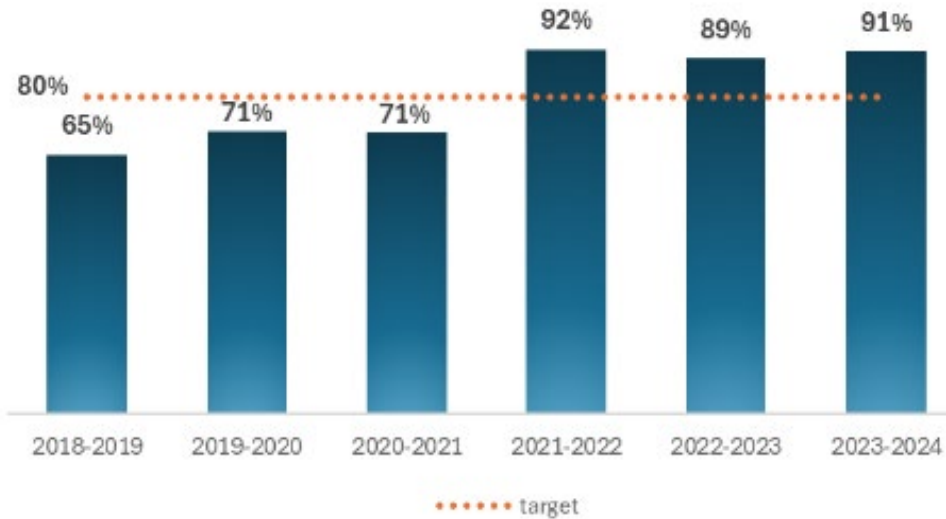
REPORTING PARTICIPATION BY DEGREE



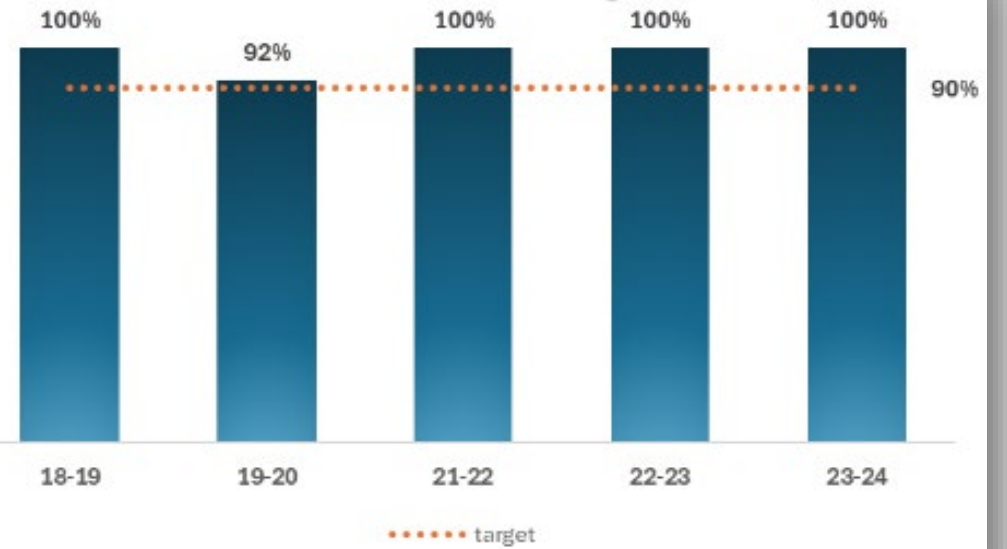
SLI 1.1 - Overall Proficiency in Assessment



SLI 1.2 - Student Learning Outcome Improvement



SLI - 1.3 Student Services Alignment



FALL 2025

OHSU Mid-Cycle Report

Prepared for the Northwest Commission on Colleges and Universities

August 29, 2025



NWCCU
NORTHWEST COMMISSION ON
COLLEGES AND UNIVERSITIES

OHSU ASSESSMENT TIMELINE



• • • Plans and Reports due annually on November 1 • • •

INSTITUTIONAL EFFECTIVENESS

Cherie Honnell

Vice Provost for Enrollment Management & Academic Programs

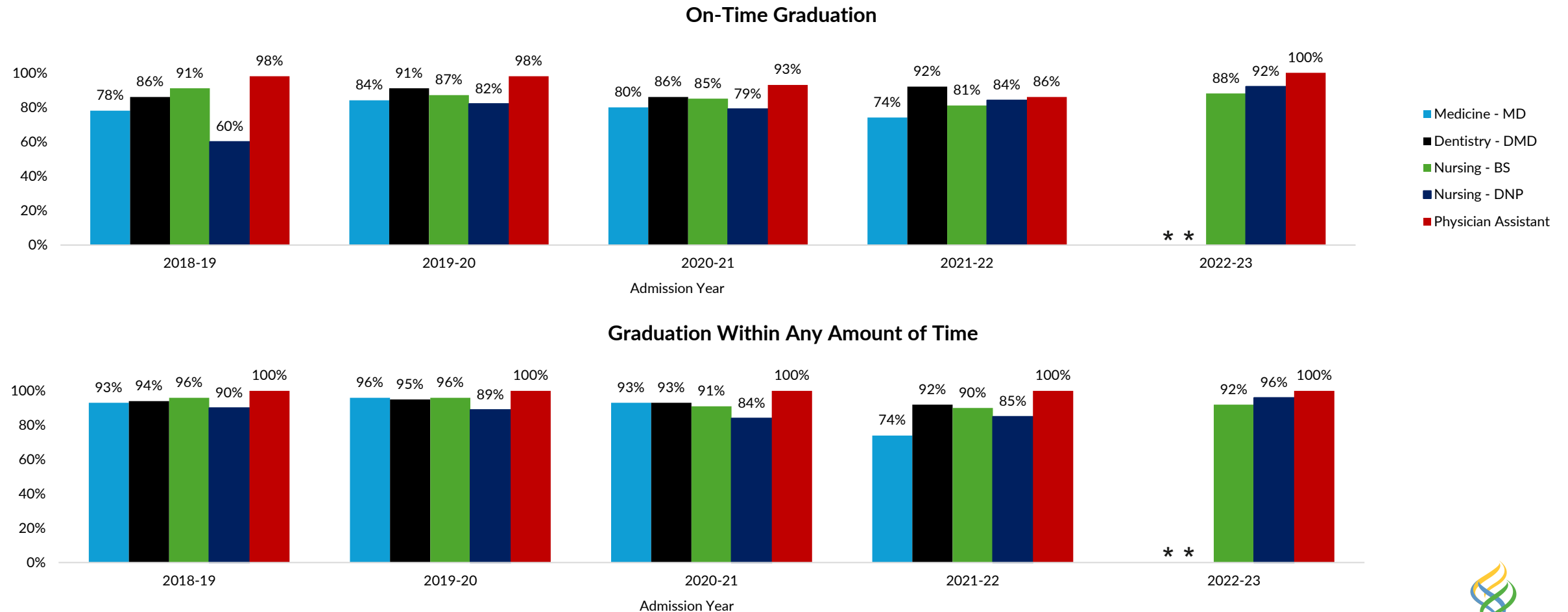
Elias Cohen

Assistant Vice Provost for Institutional Research & Effectiveness



GRADUATION RATES BY YEAR OF ADMISSION

- For the most recent cohorts, 74%-100% of students in OHSU's largest programs graduated on-time
- Given extended time, 90% or more graduated

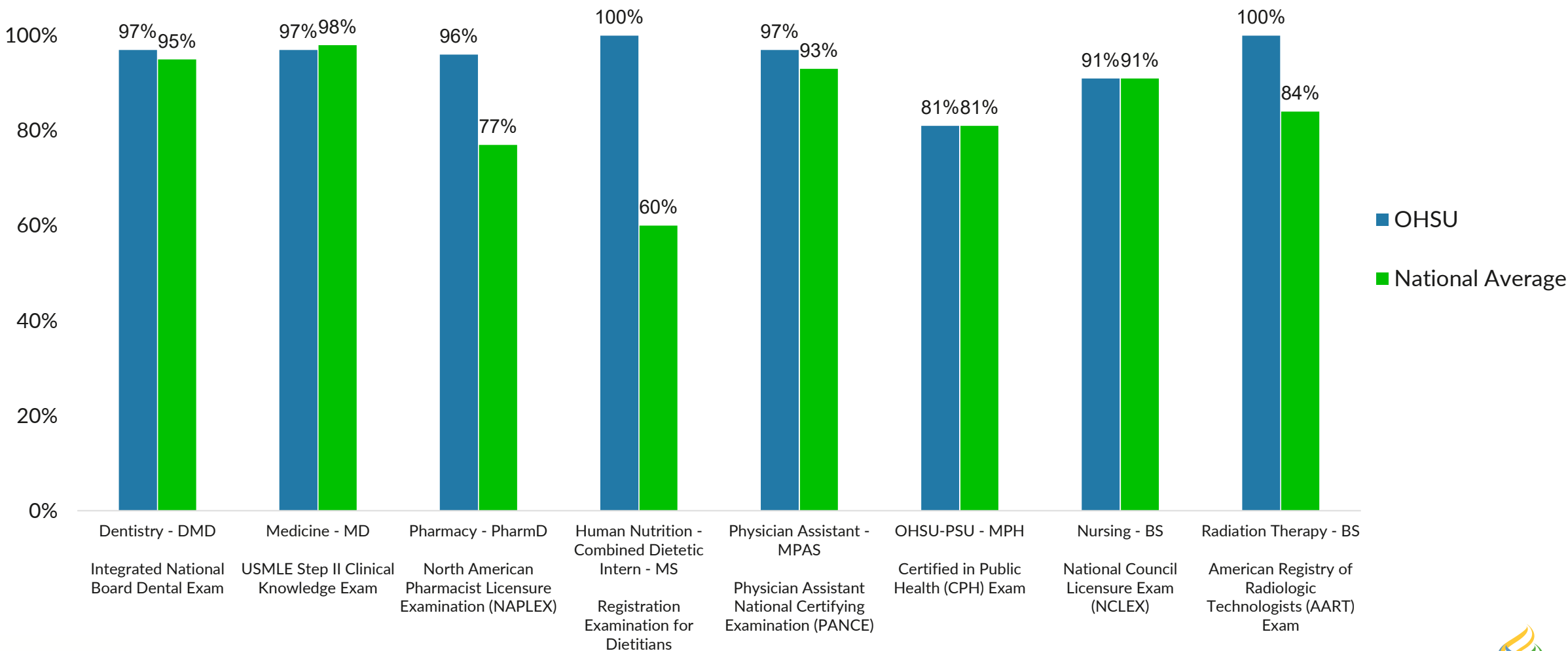


* MD and DMD Programs require 4 years to complete so data are not yet available



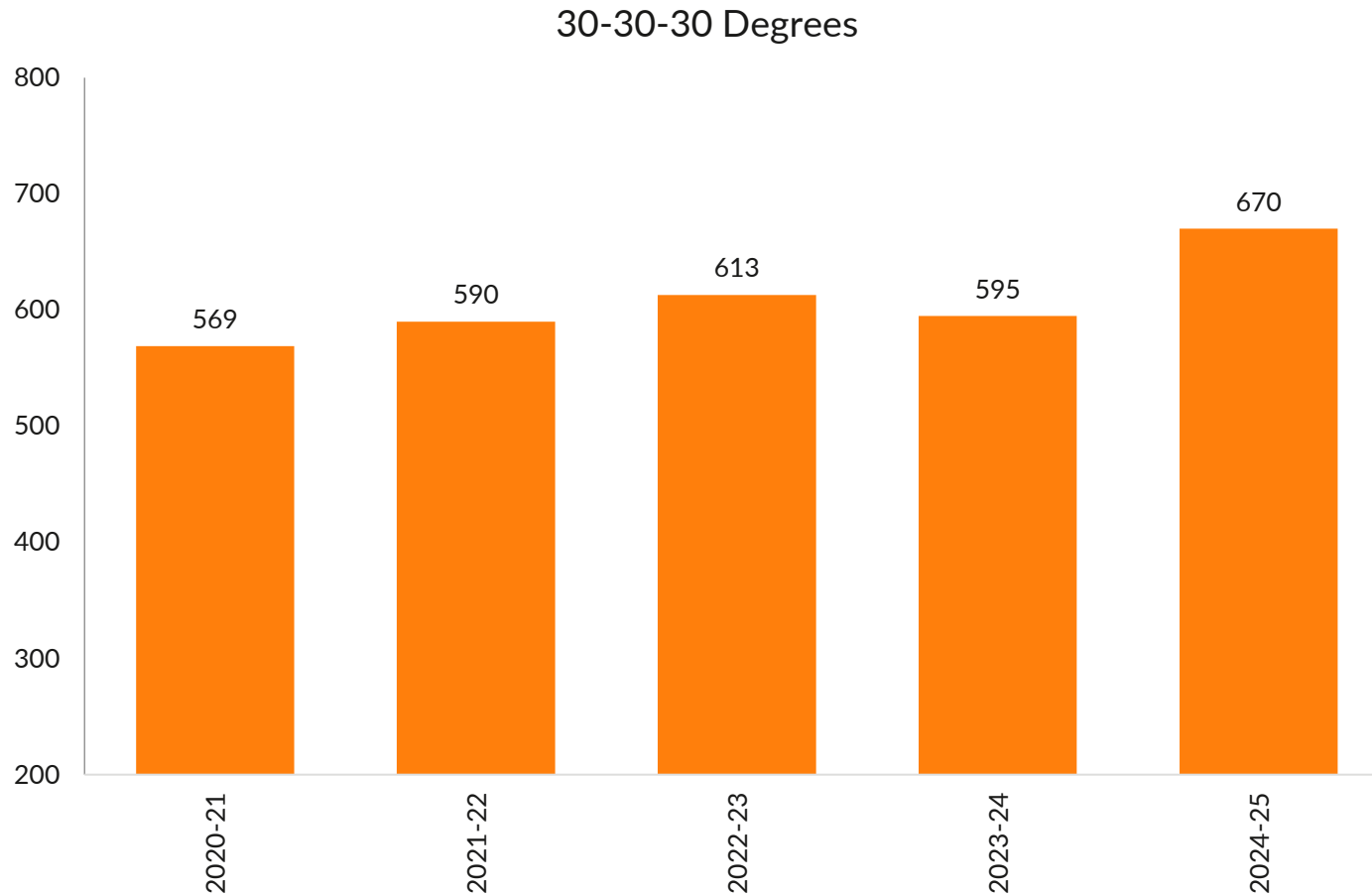
FIRST-TIME PASS RATES FOR SENIOR-LEVEL CREDENTIALING EXAMINATIONS-2024

- OHSU Students outperform national averages on credentialing exams



30-30-30 DEGREES AWARDED

- Degrees granted in 30-30-30 programs have increased 18% since 2021



ENROLLMENT AND STUDENT SUCCESS FACE HEADWINDS

Changes for new graduate/professional students

Significant reductions to federal student lending

- Graduate PLUS loans ending
(OHSU students borrowed nearly \$30 million in 2024-25)
- Lower annual and lifetime borrower limits

Annual projected gap between total cost of attendance and available fed. loans

	Oregon Residents	Non-Residents
MD	\$45,000	\$71,000
DMD	\$56,000	\$87,000
Physician Assistant	\$75,000	\$75,000

Effects for new graduate/professional students

Greater dependence on private education loans for future students

- Borrowing will be much more expensive
- Loans will be more difficult to qualify for and some students will be denied

OHSU’s ability to recruit students from varied backgrounds may be impacted



thank you



**RESOLUTION 2025-09-09
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

(Appointment of Board Chair and Vice Chair)

WHEREAS, with the upcoming departure from the OHSU Board of Directors of its Chair, Chad Paulson, the Board wishes to appoint Susan King to serve as Chair of the Board; and

WHEREAS, the Board further wishes to appoint a Vice Chair of the Board;

NOW THEREFORE BE IT RESOLVED:

Susan King is hereby appointed to serve as the Chair of the OHSU Board of Directors, to serve at the pleasure of the Board; and

Justin Hurley Braswell is hereby appointed to serve as the Vice Chair of the OHSU Board of Directors, to serve at the pleasure of the Board.

This Resolution is adopted this 26th day of September, 2025.

Director	Yes	No	Abstain
Chad Paulson			
James Carlson			
Ruth Beyer			
Shereef Elnahal			
Justin Hurley Braswell			
Claire Irvan			
Susan King			
Maria Rodriguez			
Malik Seals			
Sue Steward			
Steve Zika			

Signed by the Secretary of the Board on September 26, 2025.

Connie Seeley
Board Secretary



**RESOLUTION 2025-09-10
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

WHEREAS, Ruth Beyer has served as a member of the Board of Directors of Oregon Health & Science University since her appointment on October 1, 2017;

WHEREAS, in addition to and as a part of her membership on the OHSU Board, Ms. Beyer served as Vice Chair of the Board, as a member and Chair of the Human Resources Committee, as a member of the Governance Committee, and as a Board representative to the Health Strategic Advisory Committee and the University Health System Board; and

WHEREAS, the Board wishes to recognize Ms. Beyer's service on the OHSU Board and for her leadership and representation on each of the Committees and assignments as part of the OHSU Board of Directors.

NOW THEREFORE, BE IT RESOLVED, that Oregon Health & Science University expresses its heartfelt appreciation for the significant contributions of Ruth Beyer throughout her service on the OHSU Board of Directors and for advancing OHSU's missions of teaching, healing, discovery and outreach.

This Resolution is adopted this 26th day of September, 2025.

Director	Yes	No	Abstain
Chad Paulson			
James Carlson			
Ruth Beyer			
Justin Braswell Hurley			
Shereef Elnahal			
Claire Irvan			
Susan King			
Maria Rodriguez			
Malik Seals			
Sue Steward			
Steve Zika			

Signed by the Secretary of the Board on September 26, 2025.

Connie Seeley
Board Secretary



**RESOLUTION 2025-09-11
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

WHEREAS, Steve Zika has served as a member of the Board of Directors of Oregon Health & Science University since his appointment on November 1, 2017;

WHEREAS, Mr. Zika further served as Chair of the Finance and Audit Committee, as a member of the Governance Committee, and as a Board representative on the Health Strategic Advisory Committee, the Integrity Program Oversight Committee and the University Health System Board; and

WHEREAS, the Board wishes to recognize Mr. Zika's service as a member of the OHSU Board, and for his leadership and representation on each of the Committees and assignments as part of the OHSU Board of Directors.

NOW THEREFORE, BE IT RESOLVED, that Oregon Health & Science University expresses its sincere appreciation for the valuable contributions and dedication of Steve Zika throughout his service on the OHSU Board of Directors and for advancing OHSU's missions of teaching, healing, discovery and outreach.

This Resolution is adopted this 26th day of September, 2025.

Director	Yes	No	Abstain
Chad Paulson			
James Carlson			
Ruth Beyer			
Justin Braswell Hurley			
Shereef Elnahal			
Claire Irvan			
Susan King			
Maria Rodriguez			
Malik Seals			
Sue Steward			
Steve Zika			

Signed by the Secretary of the Board on September 26, 2025.

Connie Seeley
Board Secretary



**RESOLUTION 2025-09-012
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

WHEREAS, Chad Paulson has served as a member of the Board of Directors of Oregon Health & Science University since his appointment on February 14, 2018 and has led the institution as Chair of the OHSU Board of Directors as of September 27, 2024;

WHEREAS, in addition to and as a part of his membership and leadership on the OHSU Board, Mr. Paulson served as a member and Chair of the Governance Committee, as member of the Finance and Audit Committee, and as a member Human Resources Committee of the Board of Directors;

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

WHEREAS, the Board wishes to recognize the major contributions of Mr. Paulson, his service and leadership of the OHSU Board of Directors.

NOW THEREFORE, BE IT RESOLVED, that Oregon Health & Science University expresses its deep and heartfelt appreciation for the significant contributions of Chad Paulson 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 26th day of September, 2025.

Director	Yes	No	Abstain
Chad Paulson			
James Carlson			
Ruth Beyer			
Justin Braswell Hurley			
Shereef Elnahal			
Claire Irvan			
Susan King			
Maria Rodriguez			
Malik Seals			
Sue Steward			
Steve Zika			

Signed by the Secretary of the Board on September 26, 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

AFN – Access Functional Needs

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

EAP – Emergency Action Plan

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.

EHS – 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

HAJ – 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.