OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS MEETING

Thursday, January 25, 2018
1:15 – 3:15pm
West Campus, Malinow Room

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:15pm</td>
<td>Call to Order/ Chairwoman’s Comments</td>
<td>Maria Pope</td>
</tr>
<tr>
<td></td>
<td>Approval of Minutes <strong>(Action)</strong></td>
<td>Maria Pope</td>
</tr>
<tr>
<td></td>
<td>President’s Comments</td>
<td>Joe Robertson, M.D.</td>
</tr>
<tr>
<td></td>
<td>Search Committee Chair’s Comments</td>
<td>David Yaden</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:30pm</td>
<td>Oregon National Primate Research Center: 2018 Advances and Plans</td>
<td>Nancy Haigwood, Ph.D.</td>
</tr>
<tr>
<td>1:40pm</td>
<td>Zika Virus Update</td>
<td>Antonio Frias, M.D.</td>
</tr>
<tr>
<td>2:00pm</td>
<td>West Campus Master Plan</td>
<td>Brian Newman</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sara Vonde Veld</td>
</tr>
<tr>
<td>2:20pm</td>
<td>YTD Financial Results</td>
<td>Lawrence Furnstahl</td>
</tr>
<tr>
<td>2:35pm</td>
<td>Report on FY18 Indicators</td>
<td>Dan Forbes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dana Director, Ph.D.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Matthias Merkel, M.D., Ph.D.</td>
</tr>
<tr>
<td>2:50pm</td>
<td>Action Items</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update Committee membership <strong>(Action)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elect New Chair and Vice Chair <strong>(Action)</strong></td>
<td></td>
</tr>
<tr>
<td>3:15pm</td>
<td>Meeting Adjourned</td>
<td></td>
</tr>
</tbody>
</table>
Following due notice to the public, the regular meeting of the Board of Directors of Oregon Health & Science University (OHSU) was held at 11:30 a.m. in the Collaborative Life Sciences Building, 2730 SW Moody Road, room 3A002, Portland, Oregon.

A transcript of the audio recording was made of these proceedings. The recording and transcript are both available by contacting the OHSU Board Secretary at 3181 SW Sam Jackson Park Road, Mail Code L101, Portland, Oregon 97239. The following written minutes constitute a summary of the proceedings.

**Attendance**
Board members in attendance were Maria Pope, Chair, presiding; David Yaden, Vice-Chair; Joe Robertson; Wayne Monfries; Frank Toda; Ruth Beyer; Ana Brar and Amy Tykeson. Also present were Lawrence Furnstahl, Chief Financial Officer; Connie Seeley, Secretary of the Board; other OHSU staff members and members of the public.

**Call to Order**
Maria Pope called the meeting to order at 11:32 a.m.

**Chairwoman of the Board’s Comments**
*Maria Pope*

Ms. Pope welcomed Ruth Beyer to the board. She also announced that Frank Toda is retiring from the board and this is his last meeting. Ms. Pope said that after the report from OHSU’s auditors, the board will discuss Dr. Robertson’s retirement and reappointment.

**President’s Comments**
*Dr. Joe Robertson*

- **Welcome Ruth Beyer**
  Dr. Robertson echoed Ms. Pope’s welcome of Ruth Beyer to the OHSU board of directors, and added a reminder of the incredible service the board members provide.

- **Farewell to Frank Toda**
  Dr. Robertson thanked Dr. Toda for his service to the board and recounted his friendship and professional association with him going back many years.

- **Dr. Robertson’s retirement**
  Dr. Robertson spoke at length about his reasons for retiring, about his love for his job and OHSU, about his plans for continued involvement here, and his high regard for the OHSU community.

- **Welcome Dr. Gordon Mills**
  Dr. Robertson welcomed Dr. Gordon Mills, who will lead the Precision Oncology effort at the Knight Cancer Institute. Dr. Mills comes to us from MD Anderson Cancer Center in Houston.
Joe Robertson Reappointment
Ms. Pope gave each of the board members an opportunity to speak to the prospect of reappointing Dr. Robertson as president through this academic year.

Maria Pope
Joe, thank you. Joe, you are a remarkable leader. You have always put OHSU first and we thank you. We also recognize how important your health is and your dedication to your family. We are sad to begin this transition, but very grateful for your offer to remain through the end of the academic year. Joe’s offer allows us to really have a smooth transition in leadership and I think it is important that we recognize how complex OHSU is. Joe has really brought a focus on partnerships, on faculty and through all of the missions of teaching, healing and discovery, the service to 300,000 patients, the complexity of being a public corporation I think particularly in today’s political environment and health care charged Washington DC polarized environment, to be able to have the performance that OHSU has had, to attract the talent that OHSU has attracted has been amazing. The philanthropy that has taken place over the last decade under your leadership has resulted in extraordinary growth and we are all the beneficiaries of that today in this building, but also through all the schools of medicine, nursing, dentistry and the joint schools of public health and pharmacy, as well as the $400 million of sponsored research. The list goes on and we should also hear from some others. So today we have accepted Joe’s retirement and our job is to discuss rehiring him through the end of the academic year. We will begin a search process and David Yaden has agreed to lead that search process on behalf of the board. As Joe noted, this is very much a job that the board will fulfill, but it will be a committee that will be very inclusive and will move expeditiously.

Wayne Monfries
First, I thank Joe for his service and his help in acclimatizing me to the board when I joined a few years ago, but it’s always been great to see his commitment to OHSU and the mission, but not just that. As board members we serve for the benefit of the state and Joe, being a steward, not just of OHSU, but of the state has shown that willingness by agreeing to continue with the forfeit of salary, which I think is very impressive. It’s a critical time in healthcare service, healthcare provision and to have the opportunity to keep Joe here and have a succession plan that this was a surprise for all of us, so being able to continue that and have a succession plan I think is critical at this critical time for OHSU and the state, so Joe thank you for that.

Ana Brar
I would like to echo what Wayne said. I’m a relatively new member of the board and I would say that under President Robertson’s direction really have seen the university be able to flourish and be so successful over the years and I think that allowing him to stay on for the rest of the year is really going to make this transition very smooth and have more Mug of Joes that way, which is always a pleasure. I would definitely agree with that.

Frank Toda
Yes. I would just echo what Wayne and Ana have said. I’ve known Joe for many years. I’ve been president in Oregon for 16 years, so most of that was engaging with OHSU at one point or another. I would like to point out Joe, that my college just is in the process of becoming an OCNE school in partnership with OHSU, so we are adding ourselves to the list, so thank you for your support there. But the bottom line is it’s important to have smooth transition. If there’s anything I’ve learned engaging with this institution is the complexity of the operations where you’re trying to balance between education and research and healthcare. It’s a really tough challenge and having the prior president available for that transition, in my opinion, is critical. One last point; Joe mentioned that I gave him a memento from
my 30 years in the military. My 30 years in the military ended as a commander of a large detachment and as a commander, we are authorized under law to coin a commander’s coin, which we put our core values. I had one of these things left over from many, many years ago and I was actually cleaning out my sock drawer this weekend and I ran across this thing and on the face of it, it says integrity first, service before self and excellence in all we do. I can’t think of any person I would want to give my commander’s coin to than Joe Robertson, so thank you.

Amy Tykeson
Well that’s a tough act to follow Frank. Well first I guess I just have to say that I’m incredibly grateful for your 11 years of service on behalf of OHSU and like I think everybody in this room, I’m very proud of Oregon Health & Science University, how the university serves Oregonians to keep them healthy and safe and you haven’t been afraid to take some risks to help continue the evolution of our institution and the three missions and I’m invigorated by that. You are a very talented person. We’ve been lucky to have you as a leader all of these years and I’m also very pleased that you are willing to contribute some additional time to get us through some of the transitional period because I think the continuity with leadership and so forth will be very beneficial to ease that change. So I will miss you, but hopefully it’s not over yet. Thank you.

Ruth Beyer
Well, this being my first board meeting, I can’t comment too much on the specifics, but I will say that you know it’s been very obvious from afar that OHSU is an incredible institution and having worked with a lot of organizations over my years, I know that often really incredibly institutions are attributable to really great leaders. So that, I think, is probably a credit to you that it is where it is and maybe to a number of others who are also serving leadership positions. It’s also the case that transitions of leadership are one of the most critical junctures for organizations. I’ve read a book recently called How the Mighty Fail and it was about some of the things that are these critical transition points and changes in leadership is right at the top of the list. So I think that the process that we are just beginning and that I guess David will be leading is a really, really important process for OHSU and it needs to be given its due and it’s time to make all the right choices. So I think that with that I think it’s particularly helpful; no, it’s incredibly helpful really to have the stability of leadership during this period of transition, so I would fully support the path we are on.

David Yaden
So, just so we all know, we in fact do have a choice. We could recognize Dr. Robertson for his honorable and quite monumental, and when I say monumental look to the building you are in, look at the cranes around. So it has been monumental service and we could in fact recognize that and allow him the rest and full control of his life that being president does not allow. We could in fact hire an interim president. It is done. There are talented and capable people around who could do it, so we are really making a choice here, in fact no matter how talented and capable an interim president might be, the ship will slow down. It will wobble a little bit more on its course and the crew will be unsettled and uncertain, and uncomfortable regardless of how talented that person may be. There is indeed a strong desire within the university to avoid that circumstance if at all possible and thanks to Dr. Robertson’s very generous offer, we have that capability. We can’t have him forever, but we can have him for a term certain.

Resolution 2017-10-15 Approval of Reappointment of Joe Robertson, M.D. to position of president
Ms. Pope asked for a motion for Resolution 2017-10-15. David Yaden moved to approve the motion. Frank Toda seconded the motion. The motion passed.
President Search Process

David Yaden

Mr. Yaden spoke of the importance of this task that lay ahead and how he is honored to lead this search. He shared the direction the search will take: Retaining the services of a professional search firm; work against a deadline of having a new president by the beginning of the next academic year; the assemblage of a search committee made up of internal and external members. He also mentioned the important principles that will guide this search: Inclusivity and transparency. He said he will keep everybody informed as the search moves along.

Approval of Minutes

Ms. Pope asked for approval of the minutes from the September 28, 2017 board meeting. Upon motion duly made by Wayne Monfries and seconded by Amy Tykeson, the minutes were unanimously approved.

FY17 Audited Financial Results

Lawrence Furnstahl

Mr. Furnstahl reported on the audit, stating that fiscal '17 operating income is $4.5 million above budget and very close to last years’ record. The final audited statements confirm these figures without change. KPMG will issue a clean opinion on OHSU’s financial statements. Mr. Furnstahl then went in to detail about the audited financial statements.

Sarah Opfer, KPMG

Ms. Opfer went into some detail about the audit process. She discussed the purpose and scope of their audit, and stated that the audit is to provide an opinion about whether the financial statements present fairly in all material respects. She said that KPMG is independent of OHSU under all of their required professional standards. She assured the board that KPMG has nothing negative to report.

Resolution 2017-10-16 Acceptance of the Financial Statements and Independent Auditors Report

Ms. Pope asked for a motion for Resolution 2017-10-16. Amy Tykeson moved to approve the motion. Frank Toda seconded the motion. The motion passed.

FY18 First Quarter Financial Results

Lawrence Furnstahl

Mr. Furnstahl concluded his remarks by reporting on financial results of the current fiscal year through September. He reported that the results are on track, showing $8 million above budget.

Mr. Toda said that since this is his last board meeting he would pick on Lawrence a little bit. He stated that it warms his heart to hear Lawrence talk about quality in terms of performance improvement measures and metrics and the hard numbers of tracking our financial condition. As somebody that spent 10 years running around the nation evaluating healthcare organizations and other such organizations, Mr. Toda believes Lawrence has to be one of the best. He thanked Lawrence.

Mr. Yaden said he wanted to echo what Mr. Toda had said. He said Lawrence is the messenger for people who have worked extremely hard and the board recognized that there is a lot of sweat and tears that go into producing these kind of results, and that the board also recognizes that this is where the financial resources ultimately come
for you to do your jobs, to grow, to thrive, to serve all the missions at OHSU. Mr. Yaden thanked all within the university for allowing Lawrence to come up here and smile.

**Farewell and Thank You**  
*Maria Pope*

Ms. Pope thanked Dr. Robertson for his service; David Yaden for chairing the search committee; and Dr. Toda for his service on the board of directors.

**Resolution 2017-10-17 Recognition of Service: Frank Toda**
Ms. Pope asked for a motion for Resolution 2017-10-17. Ana Brar moved to approve the motion. David Yaden seconded the motion. The motion passed.

**Adjournment**
Hearing no further business, Ms. Pope adjourned the meeting at 12:21 p.m.

Respectfully submitted,

[Signature]

Connie Seeley  
Secretary of the Board
Oregon National Primate Research Center

2018 Advances and Plans

DATE: JANUARY 25, 2018   PRESENTED BY: NANCY L. HAIGWOOD, PhD, DIRECTOR
ONPRC Advances
Since 2014

• Continued strength and diversity in research funding
• 20-year West Campus Master Plan completed with Vaccine & Gene Therapy Institute (VGTI); new construction in progress
  – Primate Multimodal Imaging Center (advanced imaging including PET): completion in June, supported in part by the Knight Cardiovascular Institute
  – Planned expansion of nonhuman primate (NHP) space to support research
• Recruitment of stellar scientists in Neuroscience, Pathobiology & Immunology, Cardiometabolic Health, Genetics, and Developmental & Reproductive Sciences
• Development of Bioinformatics Core informed by university needs
• Increase in complexity and sophistication of models
• Use of technology that parallels or advances medicine
ONPRC FY17 Budget by Unit: West Campus Contributions

TOTAL OHSU FY 17 AWARDS
$402.5M

ONPRC funding:
74% Federal
17% Private
10% Industry

West Campus total
$84M, 21%

SoM, $270.5, 67%
SoD, $4.9, 1%
OIOHS, $4.5, 1%
Vollum, $8.2, 2%
Provost, $8.3, 2%
SPH, $10.4, 3%

ONPRC, $55.8, 14%
VGTI, $28.2, 7%
Critical ONPRC-OHSU Relationships

- Increased integration with VGTI and OHSU main campus and waterfront activities through scientific retreats and programs, graduate and medical education, and mentoring

- Participation in key leadership meetings, including the President’s Council and the Research Strategy Advisory Council

- Increasing integration with the National Primate Research Center Consortium, planning a national public relations campaign to complement our local outreach programs

- Poised to renew the center grant (P51) that supports infrastructure (~$12.9 million per year for Years 60-64)

- Critical need to develop additional buildings to support primate research is strongly supported by OHSU
Technologies Advance Nonhuman Primate (NHP) Models

• CRISPR methodology refined for making NHP gene knockouts-Jon Hennebold, Benjamin Burwitz

• Brain imaging and visualizing photoreceptors in the eyes of adult and infant primates with adaptive optics- Anna Roe, Martha Neuringer, Trevor McGill

• Advances in gene therapy and gene delivery for neurodegenerative disease- Jodi McBride

• Biomarkers of heavy drinking in NHPs- Kathy Grant

• HIV and TB vaccine breakthroughs- Louis Picker

• Zika infection and disease-integrating infection, placental and brain development and pathology- Jay Nelson, Jon Hennebold and many others in all ONPRC research areas
Zika virus infection in pregnant rhesus macaques causes placental dysfunction and immunopathology

Thank You
Antonio Frias, M.D.

• Associate Professor, OHSU

• Department of Obstetrics & Gynecology, School of Medicine

• Division of Reproductive & Developmental Sciences, Oregon National Primate Research Center

• Clinician-scientist with expertise in placental development and imaging, recipient of two NIH R01 grants
Zika Virus Infection in Pregnancy
Using advanced imaging to understand mechanisms of disease

Antonio Frias, Victoria Roberts, Alec Hirsch, Peta Grigsby, Dan Streblow
Oregon National Primate Research Center
Oregon Health & Science University
Zika Virus

- Single-stranded enveloped, +stranded RNA virus
- Family *Flaviviridae*, genus *Flavivirus*
- Closely related to Dengue virus, Yellow Fever virus, Japanese Encephalitis virus and West Nile virus.
Zika Virus: Human Transmission

• **Mosquitoes**: Main route of transmission through the bite of infected *Aedes aegypti* and *Aedes albopictus* mosquitoes

• **Mother to Child**: Rarely transferred around the time of birth but is transmitted during pregnancy—no evidence of breast milk transmission

• **Blood Transfusions**: Transmission through blood has been reported

• **Sexual**: Transmission between sexual partners has been reported (male/female and male/male)
Zika Virus Cases: USA, 2015-2017

- 5,534 symptomatic Zika virus cases reported
  - 5,259 Travel-Associated Zika Cases
- 50 US States
- 1,901 completed pregnancies with or without birth defects
- 98 liveborn infants with birth defects and 8 pregnancy losses
Congenital Zika Syndrome

- **Newborns Infected In Utero**
  - Microcephaly
  - Hearing Loss
  - Blindness
  - Developmental Delay
    - Reduced Intellect
    - Seizures
  - Club Foot
    - Joints with limited range
  - Growth Restriction
  - Stillbirth
Zika: our strategy

ONPRC
Reproductive & Developmental Biology

VGTI
Immunology Virology

OHSU Clinical
Infectious Disease Neuroscience Pathology

Jay Nelson & Jon Hennebold

ONPRC / VGTI

DRDS:
Antonio Frias (Ob/Gyn)
Victoria Roberts
Peta Grigsby
Carrie Hanna
Jon Hennebold
Jamie Lo (Ob/Gyn)

Pathobiology:
Dan Streblow
Alec Hirsch
Victor DePhilippis
Jay Nelson
Ashlee Moses
Jessica Smith

Neuroscience:
Chis Kroenke (AIRC)

DCM Clinical & Pathology Services:
Lois Colgin
Ann Lewis
Rhonda MacAllister

OHSU

Infectious Disease:
Bill Messer
Marcel Curlin

Pediatric Neuroscience:
Anthony Barnes
Pathology:
Terry Morgan
NHP Model of Zika Infection

Hirsch, et al. Nature Communications 2018
Echogenic placenta on prenatal ultrasound
Role of the Placenta

The placenta regulates exchange between mom and baby.

Four main functions:
- Immune regulation
- Blood flow
- Endocrine function
- Transfer/Exchange
Consequences of placental dysfunction

- Structural abnormalities in the placenta can lead to adverse fetal consequences (e.g., growth restriction).

- A poor *in utero* environment is a key determinant of the postnatal health of an individual.

- Placental dysfunction underlies most pregnancy complications.
In Utero Imaging of Placental Function

Contrast-Enhanced Ultrasound

Magnetic Resonance Imaging

Roberts VHJ et al., American Journal of Obstetrics & Gynecology 2016
Schabel M et al., Magnetic Resonance in Medicine 2016
Increased Flux Rate with Zika Virus

Hirsch, et al. Nature Communications 2018
Zika virus infection decreases placental oxygen permeability

Hirsch, et al. Nature Communications 2018
Zika virus infection causes placental dysfunction
Zika virus infection in pregnant rhesus macaques causes placental dysfunction and immunopathology

Alec J. Hirsch¹², Victoria H.J. Roberts³, Peta L. Grigsby³⁴, Nicole Haese¹², Matthias C. Schabel⁵⁶, Xiaojie Wang⁵, Jamie O. Lo⁴, Zheng Liu⁵, Christopher D. Kroenke⁵, Jessica L. Smith¹², Meredith Kelleher³, Rebecca Broeckel¹², Craig N. Kreklywich¹², Christopher J. Parkins¹, Michael Denton¹, Patricia Smith¹, Victor DeFilippis¹², William Messer⁷⁸, Jay A. Nelson¹², Jon D. Hennebold³⁴, Marjorie Grafe⁹, Lois Colgin¹⁰, Anne Lewis¹⁰, Rebecca Ducore¹⁰, Tonya Swanson², Alfred W. Legasse², Michael K. Axthelm², Rhonda MacAllister¹¹, Ashlee V. Moses¹², Terry K. Morgan⁴¹², Antonio E. Frias³⁴ & Daniel N. Streblow¹²
Acknowledgments & Funding Support

Victoria Roberts, PhD
Dan Streblow, PhD
Alec Hirsch, PhD
Peta Grigsby, PhD
Terry Morgan, MD, PhD
Christopher Kroenke, PhD
Matthias Schabel, PhD
Jamie Lo, MD
Jonathan Lindner, MD
Jon Hennebold, PhD

U01 HD087182
R01 HD08633
P51 OD011092-54
R21 HD091032
Bill & Melinda Gates Foundation
Thank You
Estimated Range of *Aedes* Mosquitoes

- *Aedes* mosquitoes can transmit Dengue virus, Zika virus, Yellow Fever virus, Chikungunya virus
VISION STATEMENT

“The OHSU West Campus will be an attractive, secure and vibrant center of biomedical discovery and scholarship that integrates advanced research facilities, high performing workplaces, safe and enriching animal care spaces and the natural environment.”
GUIDING PRINCIPLES

ENABLE GREAT SCIENCE

• Ensure flexibility and adaptability of spaces and infrastructure over time;
• Provide for high quality and durability of workspaces;
• Provide comprehensive research cores;
• Plan for adequate space for growth and balance research space with support spaces and animal facilities.

CARE FOR THE ANIMALS

• Prioritize safety, comfort, and enrichment of animals throughout the campus;
• Adhere to stringent state and federal regulations concerning animal welfare;
• Meet or exceed Assessment and Accreditation of Laboratory Animal Care (AAALAC) International standards.

CONNECTIONS & PARTNERSHIPS

• Maintain strong clinical and research connections to other OHSU campuses;
• Establish opportunity sites for external partnerships;
• Engage the public (through the conference center and other outreach efforts);
• Create a welcoming environment at the center of the campus for leisure use, gathering, and connection between buildings.

ORGANIZATIONAL CULTURE

• Facilitate collaboration within and between campus programs;
• Plan for shared services and amenities;
• Maintain high-performance workspaces;
• Foster a campus community that remains collegial and informal;
• Plan for intentional and informal interaction between campus personnel.

CAMPUS CHARACTER

• Preserve and enhance the natural environment of the campus;
• Sustain a close relationship between buildings, landscape, and wayfinding;
• Maintain safety and security for personnel, animals, and facilities;
• Gracefully delineate public and private zones;
• Recognize the importance of beauty in integrating the natural and built environments;
• Include interaction and gathering spaces, both indoors and outside;
• Strive for high quality and timeless design of the built environment;
• Phase infrastructure improvements to anticipate future capacity needs;
• Accomplish a balance between form and function;
• Recognize the high value placed on natural views from workspaces.
The development plan provides flexibility to allow existing facilities to be remodeled and expanded; and identifies where new facilities can be added.
## PROJECTED, ACTUAL & PLANNED GROWTH

<table>
<thead>
<tr>
<th>TIMELINE</th>
<th>TOTAL GSF</th>
<th>PROJECTED/ACTUAL GSF INCREASE</th>
<th>PARKING SPACES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>192,800 GSF</td>
<td>-</td>
<td>254 spaces</td>
</tr>
<tr>
<td>APPROVED 1998 CDP Plan</td>
<td>1,500,000 GSF</td>
<td>+1,307,200 GSF¹</td>
<td>1,446 spaces</td>
</tr>
<tr>
<td>2016</td>
<td>372,571 GSF</td>
<td>+179,771 GSF²</td>
<td>528 spaces</td>
</tr>
<tr>
<td>Phase I FY 2016-2026</td>
<td>462,641 GSF</td>
<td>+90,070 GSF³</td>
<td>+104 spaces⁴</td>
</tr>
<tr>
<td>Phase II FY 2026-2036</td>
<td>787,601 GSF</td>
<td>+324,960 GSF</td>
<td>+351 spaces⁴</td>
</tr>
</tbody>
</table>

GSF excludes outdoor animal facilities.
See Phase 1 & Phase 2 project list on page 34 for more information

1. Projected 20-year increase for the 1998 CDP Plan
2. GSF increase since 1998
3. Projected new GSF increase over Phase 1, 0-10 years
4. Based on current parking demand ratio at 0.62 spaces/employee, see Campus Parking on page 41
### West Campus Total Current & FY23 Headcount

<table>
<thead>
<tr>
<th>Role</th>
<th>Current</th>
<th>FY23</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ONPRC + VGTI + VGTI IDEA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT FY23</strong></td>
<td>523</td>
<td>167</td>
<td>690</td>
</tr>
</tbody>
</table>

#### Detailed List of West Campus Current & Projected Headcount

<table>
<thead>
<tr>
<th>Role</th>
<th>ONPRC</th>
<th>VGTI (NON-IDEA)</th>
<th>VGTI IDEA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td>FY23</td>
<td>Total</td>
<td>FY23</td>
</tr>
<tr>
<td><strong>CURRENT FY23</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROLE</strong></td>
<td><strong>ONPRC</strong></td>
<td><strong>VGTI (NON-IDEA)</strong></td>
<td><strong>VGTI IDEA</strong></td>
</tr>
<tr>
<td>Senior Lab Head</td>
<td>21</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Junior Lab Head</td>
<td>7</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Associate Scientist</td>
<td>6</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>PhD</td>
<td>25</td>
<td>35</td>
<td>3</td>
</tr>
<tr>
<td>Research Associate &amp; Other</td>
<td>145</td>
<td>22</td>
<td>34</td>
</tr>
<tr>
<td>Science Lab Support</td>
<td>4</td>
<td>35</td>
<td>56</td>
</tr>
<tr>
<td>Post Doc</td>
<td>10</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Grad Student</td>
<td>3</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Bioinformatics</td>
<td>6</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Admin &amp; Operations</td>
<td>68</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>DCM</td>
<td>143</td>
<td>143</td>
<td>143</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>403</td>
<td>6</td>
<td>409</td>
</tr>
</tbody>
</table>

### GSF Growth by Category Through FY 23

<table>
<thead>
<tr>
<th>Space Category</th>
<th>Current 2016</th>
<th>Target FY 23</th>
<th>Total FY 36</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Husbandry (enclosed)</td>
<td>82,849</td>
<td>124,722</td>
<td>165,257</td>
</tr>
<tr>
<td>Lab Research</td>
<td>163,450</td>
<td>246,281</td>
<td>326,322</td>
</tr>
<tr>
<td>Primate Research</td>
<td>57,460</td>
<td>104,058</td>
<td>137,877</td>
</tr>
<tr>
<td>Animal Support</td>
<td>36,256</td>
<td>45,264</td>
<td>59,975</td>
</tr>
<tr>
<td>Admin &amp; Facilities Support</td>
<td>32,556</td>
<td>48,954</td>
<td>64,864</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>372,571</td>
<td>569,279</td>
<td>754,295</td>
</tr>
</tbody>
</table>
NEAR-TERM PHASE 1, 0-10 YEARS

<table>
<thead>
<tr>
<th>CODE</th>
<th>SPACE CATEGORY / NEW BUILDING</th>
<th>NEW GSF</th>
<th># OF NEW EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>DCM Commons</td>
<td>4,500 GSF</td>
<td>0</td>
</tr>
<tr>
<td>B</td>
<td>Surge Building A</td>
<td>12,000 GSF</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Demolish Existing Research Annex</td>
<td>-6,430 SF</td>
<td>0</td>
</tr>
<tr>
<td>C</td>
<td>Building 1 Expansion</td>
<td>80,000 GSF</td>
<td>161</td>
</tr>
<tr>
<td>D</td>
<td>Research Building Renovation</td>
<td>0</td>
<td>6</td>
</tr>
</tbody>
</table>

**PHASE ONE TOTAL** 90,070 GSF 167
PHASE ONE PROJECTS  BUILDING 1 EXPANSION

Other building massing and siting options studied.
LONG-TERM PHASE 2, 10-20 YEARS

<table>
<thead>
<tr>
<th>CODE</th>
<th>SPACE CATEGORY / NEW BUILDING</th>
<th>NEW GSF</th>
<th># OF NEW EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>Central Store Relocation</td>
<td>1,600 GSF</td>
<td>0</td>
</tr>
<tr>
<td>F</td>
<td>Demolish of Central Stores</td>
<td>-2,140 SF</td>
<td>0</td>
</tr>
<tr>
<td>G</td>
<td>Surge Building B</td>
<td>12,000 GSF</td>
<td>2</td>
</tr>
<tr>
<td>H</td>
<td>ASA Expansion</td>
<td>4,000 GSF</td>
<td>4</td>
</tr>
<tr>
<td>I</td>
<td>ASB Expansion</td>
<td>12,000 GSF</td>
<td>11</td>
</tr>
<tr>
<td>J</td>
<td>PMIC 2</td>
<td>5,500 GSF</td>
<td>5</td>
</tr>
<tr>
<td>K</td>
<td>New Conference Center</td>
<td>32,000 GSF</td>
<td>8</td>
</tr>
<tr>
<td>L</td>
<td>Surge Building B</td>
<td>120,000 GSF</td>
<td>267</td>
</tr>
<tr>
<td>M</td>
<td>ASA Expansion</td>
<td>120,000 GSF</td>
<td>267</td>
</tr>
<tr>
<td>N</td>
<td>PENS 2 Building</td>
<td>10,000 GSF</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>PENS 3 Building</td>
<td>10,000 GSF</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>PHASE TWO TOTAL</td>
<td>324,960 GSF</td>
<td>566</td>
</tr>
</tbody>
</table>

Legend

- Existing Building
- Future Building
- Pavement
- Walkway

N 0 500'
LONG-TERM PLAN FOR VISITOR ZONE

A visitor zone is identified in the east part of the campus around the entrance gate and a dedicated parking lot for visitors is located near the Administration Building and site of a future conference center to replace the Montagna Aditorium.
3 Maintain and improve the campus entry sequence:

A Expedite check-in process at the gate house;

B Direct and accommodate visitors within a designated zone near the campus entrance.
OFF-CAMPUS IMPROVEMENTS  POTENTIAL EAST-WEST CONNECTION

Legend

- Federal Emergency Management Agency (FEMA) 100 Year Flood Area
- City of Hillsboro Significant Natural Resource Overlay (SNRO) Level of Protection 2
- Future Improved Street Network
- Potential East-West Connection
- Vegetated Campus Buffer
1 Preserve and complete the campus landscape buffer:

A Plant a fast growing native mix of coniferous and deciduous trees west of Bronson Creek;

B Complement the future multipurpose trail along the creek planned by the City of Hillsboro;

C Preserve forested views from within campus and from adjacent developments.
CONTACT

WEST CAMPUS MASTER PLAN STEERING COMMITTEE

Nancy Haigwood, Ph.D.
haigwoon@ohsu.edu
ONPRC DIRECTOR, SENIOR SCIENTIST, ADJ. PROFESSOR IN THE DEPT. OF MOLECULAR MICROBIOLOGY & IMMUNOLOGY

Dan Dorsa, Ph.D.
dorsad@ohsu.edu
SVP FOR RESEARCH

Jay Nelson, Ph.D.
nelsonj@ohsu.edu
VGTI FOUNDER & DIRECTOR

Louis Picker, M.D.
pickerl@ohsu.edu
SENIOR SCIENTIST IN THE DIVISION OF PATHOBIOLOGY & IMMUNOLOGY, VGTI PROFESSOR OF PATHOLOGY/MOLECULAR MICROBIOLOGY & IMMUNOLOGY

David Robinson, Ph.D.
robinsda@ohsu.edu
PROFESSOR & VICE PROVOST

Sara Vonde Veld
vondevel@ohsu.edu
DIRECTOR

Tara Mather
mathert@ohsu.edu
CAMPUS & SPACE PLANNER

CAMPUS PLANNING & REAL ESTATE

Brian Newman
newmanb@ohsu.edu
VP CAMPUS DEVELOPMENT
Financial results through the first half show operating income of $45 million, nearly $16 million above budget. This favorable budget variance is slightly less than through November, largely due to balance sheet true-ups booked mid-year.

OHSU revenues are up 6% year-over-year, reflecting higher casemix, surgical cases and ambulatory visits (offset in part by shift to Medicare) combined with solid growth in revenues from grants and tuition.

Administrative & support areas continue to hold spending below budget, as Accelerate OHSU performance improvement efforts proceed.

Consolidated net worth rose $148 million or nearly 5% through November to nearly $3.3 billion, on strong operations, the State grant to the Knight Cancer Challenge applied to construction of research facilities, and investment returns at OHSU and the Foundations.
### December YTD Operating Income $16M > Budget

#### December YTD (6 months) (millions)

<table>
<thead>
<tr>
<th></th>
<th>FY17 Actual</th>
<th>FY18 Budget</th>
<th>FY18 Actual</th>
<th>FY18 Budget</th>
<th>FY18 - FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient revenue</td>
<td>$981</td>
<td>$1,029</td>
<td>$1,056</td>
<td>$27</td>
<td>7.6%</td>
</tr>
<tr>
<td>Medicaid R&amp;E IGT</td>
<td>43</td>
<td>43</td>
<td>43</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Grants &amp; contracts</td>
<td>201</td>
<td>212</td>
<td>213</td>
<td>0</td>
<td>5.7%</td>
</tr>
<tr>
<td>Gifts applied</td>
<td>50</td>
<td>54</td>
<td>43</td>
<td>(11)</td>
<td>-13.9%</td>
</tr>
<tr>
<td>Tuition &amp; fees</td>
<td>34</td>
<td>36</td>
<td>36</td>
<td>0</td>
<td>6.0%</td>
</tr>
<tr>
<td>State appropriations</td>
<td>18</td>
<td>18</td>
<td>19</td>
<td>1</td>
<td>4.1%</td>
</tr>
<tr>
<td>Other revenue</td>
<td>62</td>
<td>65</td>
<td>67</td>
<td>3</td>
<td>9.4%</td>
</tr>
<tr>
<td><strong>Operating revenues</strong></td>
<td>1,389</td>
<td>1,457</td>
<td>1,477</td>
<td>20</td>
<td>6.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY18</th>
<th>FY18 / FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; benefits</td>
<td>813</td>
<td>858</td>
<td>854</td>
<td>(4)</td>
</tr>
<tr>
<td>Services &amp; supplies</td>
<td>395</td>
<td>429</td>
<td>436</td>
<td>8</td>
</tr>
<tr>
<td>Provider tax</td>
<td>43</td>
<td>49</td>
<td>50</td>
<td>1</td>
</tr>
<tr>
<td>Depreciation</td>
<td>72</td>
<td>76</td>
<td>77</td>
<td>1</td>
</tr>
<tr>
<td>Interest</td>
<td>15</td>
<td>16</td>
<td>14</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>1,339</td>
<td>1,427</td>
<td>1,431</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY18</th>
<th>FY18 / FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oper. income (budget basis)</td>
<td>50</td>
<td>30</td>
<td>45</td>
<td>16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>OregonHeart investment</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>State grant to KCC</td>
<td>17</td>
<td>46</td>
<td></td>
</tr>
</tbody>
</table>

**Total oper. income (pre-GASB 68)** $69 $92
Medicaid Expansion + Shift Toward Medicare

OHSU Hospital Payer Mix Before and After Start of ACA

- Non-sponsored
- Medicaid
- Medicare
- Commercial

<table>
<thead>
<tr>
<th>Year</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14 H1</th>
<th>FY14 H2</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18 Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>44.4%</td>
<td>43.8%</td>
<td>43.9%</td>
<td>42.4%</td>
<td>41.5%</td>
<td>40.9%</td>
<td>41.1%</td>
<td>40.5%</td>
</tr>
</tbody>
</table>

FY12
FY13
FY14 H1
FY14 H2
FY15
FY16
FY17
FY18 Dec
## Shift to Medicare & O/P Flattens Effective Rate

### OHSU Patient Activity

<table>
<thead>
<tr>
<th></th>
<th>FY17 Actual</th>
<th>FY18 Budget</th>
<th>FY18 Actual</th>
<th>Actual / Budget</th>
<th>Actual / Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient admissions</td>
<td>14,932</td>
<td>14,838</td>
<td>14,592</td>
<td>-1.7%</td>
<td>-2.3%</td>
</tr>
<tr>
<td>Average length of stay</td>
<td>5.94</td>
<td>6.00</td>
<td>5.85</td>
<td>-2.5%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Average daily census</td>
<td>471</td>
<td>470</td>
<td>456</td>
<td>-2.9%</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Day/observation patients</td>
<td>18,664</td>
<td>18,520</td>
<td>19,918</td>
<td>7.5%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>23,548</td>
<td>23,872</td>
<td>23,202</td>
<td>-2.8%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Ambulatory visits</td>
<td>435,844</td>
<td>452,797</td>
<td>469,894</td>
<td>3.8%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Surgical cases</td>
<td>16,860</td>
<td>17,208</td>
<td>17,772</td>
<td>3.3%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Casemix index</td>
<td>2.07</td>
<td>2.07</td>
<td>2.17</td>
<td>4.8%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Outpatient share of activity</td>
<td>48.9%</td>
<td>49.9%</td>
<td>51.0%</td>
<td>2.2%</td>
<td>4.3%</td>
</tr>
<tr>
<td>CMI/OP adjusted admissions</td>
<td>60,435</td>
<td>61,351</td>
<td>64,644</td>
<td>5.4%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

- **Patient rev. less tax (millions)**: $938, $981, $1,006, 2.6%, 7.3%
- **Revenue per adj. admission**: $15,523, $15,983, $15,569, -2.6%, 0.3%
## Balance Sheet (millions)

<table>
<thead>
<tr>
<th></th>
<th>6/30/17</th>
<th>12/31/17</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash &amp; investments</td>
<td>$825</td>
<td>$821</td>
<td>$(3)</td>
</tr>
<tr>
<td>Quasi-endowment funds</td>
<td>86</td>
<td>94</td>
<td>8</td>
</tr>
<tr>
<td>Moda surplus note, net</td>
<td>34</td>
<td>34</td>
<td>0</td>
</tr>
<tr>
<td><strong>OHSU cash &amp; investments</strong></td>
<td>945</td>
<td>949</td>
<td>4</td>
</tr>
<tr>
<td>Trustee-held bond funds</td>
<td>19</td>
<td>24</td>
<td>4</td>
</tr>
<tr>
<td>KCC project fund</td>
<td>124</td>
<td>78</td>
<td>(46)</td>
</tr>
<tr>
<td>CHH-2 project fund</td>
<td>144</td>
<td>88</td>
<td>(57)</td>
</tr>
<tr>
<td><strong>Total cash &amp; investments</strong></td>
<td>1,232</td>
<td>1,138</td>
<td>(94)</td>
</tr>
<tr>
<td>Net physical plant</td>
<td>1,742</td>
<td>1,860</td>
<td>117</td>
</tr>
<tr>
<td>Interest in Foundations</td>
<td>1,403</td>
<td>1,439</td>
<td>36</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>(1,005)</td>
<td>(999)</td>
<td>5</td>
</tr>
<tr>
<td>GASB 68 pension items, net</td>
<td>(298)</td>
<td>(298)</td>
<td>0</td>
</tr>
<tr>
<td>Working capital &amp; other, net</td>
<td>66</td>
<td>149</td>
<td>83</td>
</tr>
<tr>
<td><strong>OHSU net worth</strong></td>
<td>3,141</td>
<td>3,289</td>
<td>148</td>
</tr>
</tbody>
</table>

## FY18 Cash Flow (millions)

<table>
<thead>
<tr>
<th>Source/Use of Cash (millions)</th>
<th>Dec YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oper. income (budget basis)</td>
<td>$45</td>
</tr>
<tr>
<td>State grant to KCC</td>
<td>46</td>
</tr>
<tr>
<td>Depreciation</td>
<td>77</td>
</tr>
<tr>
<td>OHSU investment return</td>
<td>22</td>
</tr>
<tr>
<td>CHH-2 project funds applied</td>
<td>57</td>
</tr>
<tr>
<td>Sources of OHSU cash</td>
<td>247</td>
</tr>
<tr>
<td>Regular principal repaid</td>
<td></td>
</tr>
<tr>
<td>Capital spending</td>
<td>(194)</td>
</tr>
<tr>
<td>Other working capital, net</td>
<td>(43)</td>
</tr>
<tr>
<td>Uses of OHSU cash</td>
<td>(243)</td>
</tr>
<tr>
<td>Sources less uses of cash</td>
<td>4</td>
</tr>
<tr>
<td>6/30/17 balance</td>
<td>945</td>
</tr>
<tr>
<td>12/31/17 balance</td>
<td>$949</td>
</tr>
</tbody>
</table>

Total change in net worth: $148
Fiscal Year 2018, Quarter 2

### People

<table>
<thead>
<tr>
<th>Transportation</th>
<th>Engagement</th>
<th>Unconscious Bias</th>
<th>Recruitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>On track</td>
<td>Survey spring 2018</td>
<td>79 trained</td>
<td>86%</td>
</tr>
<tr>
<td>Plan complete</td>
<td>4.14 rating</td>
<td>2,600 individuals trained</td>
<td>85%</td>
</tr>
</tbody>
</table>

### Healthcare

<table>
<thead>
<tr>
<th>Access</th>
<th>Mortality</th>
<th>Adult Patient Satisfaction</th>
<th>Pediatric Patient Satisfaction</th>
<th>Ambulatory Satisfaction</th>
<th>Transfers</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3%</td>
<td>0.91</td>
<td>79.6</td>
<td>80.3</td>
<td>79</td>
<td>95.8%</td>
</tr>
<tr>
<td>15% increase</td>
<td>0.86</td>
<td>79.1</td>
<td>79.5</td>
<td>79.8</td>
<td>96%</td>
</tr>
</tbody>
</table>

### Research

<table>
<thead>
<tr>
<th>Grants Submitted</th>
<th>Grant $</th>
<th>Publications</th>
<th>Turnaround Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>753</td>
<td>$202,442,000</td>
<td>1,379</td>
<td>136</td>
</tr>
<tr>
<td>1,976</td>
<td>$420,000,000</td>
<td>2,874</td>
<td>90 days</td>
</tr>
</tbody>
</table>

### Education

<table>
<thead>
<tr>
<th>Student Recruitment</th>
<th>Applicants</th>
<th>First Time Pass</th>
<th>Decrease Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>339 ✔️</td>
<td>Due spring 2018</td>
<td>Due spring 2018</td>
<td>$505,452 ✔️</td>
</tr>
<tr>
<td>296</td>
<td>9,759</td>
<td>Varies by degree</td>
<td>$551,550</td>
</tr>
</tbody>
</table>

### Finance

<table>
<thead>
<tr>
<th>EBITDA</th>
<th>Patient Revenue</th>
<th>Research and Education Revenue</th>
<th>Daily Cash On Hand</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.60%</td>
<td>7%</td>
<td>1.8%</td>
<td>203</td>
</tr>
<tr>
<td>9.9%</td>
<td>5%</td>
<td>3.1%</td>
<td>200</td>
</tr>
</tbody>
</table>

Legend:
- ✗ On or above target
- ✗ Improved, not at target
- ✗ Below target
- ✗ Below FY17 and target
- ✗ Data to come
OHSU Research Metrics – Research Award Dollars
FY13 - FY18 Total Awards Received by Quarter
Vision

• To manage our resources to accept all appropriate transfer patients to OHSU and partner hospitals while ensuring the delivery of high quality care to our patients

Mission

• Be a national leader in capacity management to provide the right care to the right patient at the right time and place with the right team and maintaining good stewardship of our resources
Mission Control Program Overview

Re-engineering Capacity Management

Executive Oversight Committee (EOC) & Capacity Management Committee (CMC)

Mission Control (Virtual->Physical)

Strategic Utilization across OHSU and Partners

Improving Throughput at OHSU

OUTCOMES

Accept all appropriate transfers to OHSU or a partner hospital

Virtual Mission Control - 5 Tiles

NASA-like space, video wall, 5-10 add’l Tiles

2
Transfer Declines Climbing...

DECLINES DUE TO CAPACITY

Source: ECC Database Date: Jan 2016 to December 2017
Transfer Declines Climbing…and now down trending

Source: ECC Database Date: Jan 2016 to December 2017
OHSU Health System

2017 HIGHLIGHTS

**Increased OHSU capacity**
- 4.8 Patient beds/day created*
- 3% Increase in Inpatient admissions
- 339 Additional transfers to OHSU

**Increased complexity of transfer patients**
- 2% Increase in CMI
- 3% Decrease in LOS O/E

**Improved transfer metrics**
- 96% Transfers in H2 2017 compared to 95% in H2 2016
- 18% Decrease in transfer declinations
- 6.8 fewer declines/month H2 2017 compared to 95% in H2 2016

→ 160 Transfers since June 2017

* Beds = volume x LOS (6 days)/ total days
Comparing Jul – Dec 2016 & 2017:

- Transfers increased by 5.7 patients/week
- 3/6 month had higher number of accepted transfer
- 2 fewer patients/week declined
- More days at > 95% occupancy rate

Improved SITUATIONAL AWARENESS
Next steps:

Phase 1
- Access and Throughput
- Centralize key operations
- Incorporate Tuality & Adventist Capacity Snapshot

Phase 2
- Mission Control 2.0

Bed placement staff
AOD
BFM
POD
MC PM

Humber Command Center, Toronto ON
Thank You
Data Graphs

**IP ADMISSIONS VOLUME**
- 2016: 30501
- 2017: 31609

**OHSU ACCEPTANCE VOLUME**
- 2016: 8497
- 2017: 8836

**DECLINES DUE TO CAPACITY**
- 2016: 568
- 2017: 464

**CMI INCREASE IN OHSU ACCEPTANCES**
- H2 2016: 2.31
- H2 2017: 2.35

**LOS O/E RATIO DECREASED**
- H2 2016: 1.02
- H2 2017: 0.98
RESOLUTION 2018-01-01
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS

(Approval of Board Committee Appointments)

WHEREAS, the Board wishes to identify and appoint Board members to serve on each of the Board Committees and on each of the Integrity Program Oversight Council, the Investment Committee and the University Health System Board.

NOW, THEREFORE, BE IT RESOLVED:

The following persons shall be appointed to the following committees and shall serve at the pleasure of the Board of Directors:

Finance and Audit Committee
Amy Tykeson (Chair)
Prashant Dubey
Wayne Monfries
Steve Zika

Human Resources Committee
Ruth Beyer (Chair)
Prashant Dubey
Wayne Monfries
Chad Paulson

Governance Committee
Stacy Chamberlain (Chair)
Ana Brar
Chad Paulson
Steve Zika

Board Members Appointed to Integrity Program Oversight Council
Ana Brar
Stacy Chamberlain
Amy Tykeson

Resolution 2018-01-01
Board Members Appointed to University Health System Board
Ruth Beyer
Prashant Dubey
Wayne Monfries

This Resolution is adopted this 25th day of January, 2018.

Yeas

Nays

Signed by the Secretary of the Board on September 25, 2018.

Connie Seeley
Board Secretary
RESOLUTION 2018-01-02
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS

WHEREAS, with the departure from the OHSU Board of Directors of its Chair, Maria Pope, the Board wishes to appoint Wayne Monfries 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:

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

Ruth Beyer 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 25th day of January, 2018

Yeas 7
Nays 0

Signed by the Secretary of the Board on January 25, 2018.

Connie Seeley
Board Secretary

Resolution 2018-01-02
RESOLUTION 2018-01-03
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS

WHEREAS, David Yaden has served as a member of the Board of Directors of Oregon Health & Science University since his appointment on October 1, 2009; and

WHEREAS, Mr. Yaden has served as Vice Chair of the Board of Directors since September 26, 2016, and further served as Chair of the Finance & Audit Committee, as Chair of the Presidential Search Committee, as a member of the Education and Research Work Group of the Board of Directors, and as a Board representative on the Integrity Program Oversight Council and the University Health System Board;

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

This Resolution is adopted this 25th day of January, 2018.

Yeas ☑

Nays ☐

Signed by the Secretary of the Board on January 25, 2018.

Connie Seeley
Board Secretary
RESOLUTION 2018-01-04
OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS

WHEREAS, Maria Pope has served as a member of the Board of Directors of Oregon Health & Science University since March 1, 2010 and has led the institution as Chair of the OHSU Board of Directors since September 26, 2016;

WHEREAS, in addition to and as a part of her membership and leadership on the OHSU Board, Ms. Pope served as a member and Chair of the Finance & Audit Committee, as a member of the Investment Committee, as a member of the Human Resources Committee, as a member of the Governance Committee, as a member of the Healthcare Strategies Work Group, and as one of the Board representatives on the University Health System Board;

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

WHEREAS, the Board wishes to recognize the major contributions of Ms. Pope, her service on the OHSU Board, her leadership as Chair of the OHSU Board, and as a member on each of the Committees of the OHSU Board of Directors and 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 Maria Pope throughout her service on the OHSU Board of Directors and for her strong leadership in advancing OHSU’s missions of teaching, healing, discovery and outreach.

This Resolution is adopted this 25th day of January, 2018.

Yeas ☑
Nays ☐

Signed by the Secretary of the Board on January 25, 2018.

[Signature]
Connie Seeley
Board Secretary

Resolution 2018-01-03