The Context for Change: Meeting the needs of 21st century society

All-faculty meeting and State-of-the-School address
December 6, 2010
Abraham Flexner
Abraham Flexner

“…methods, standards and habits of science”

- Instruction inside hospitals and clinics
- Faculty dedicated to teaching and research
- Medical school should be associated with a university
We’re facing today’s realities

- Health care outcomes that lag behind other nations
- Health care costs at an all time high
- Funding challenges across all our missions
- Student debt at an all time high
- And more
We’re evolving

- Rationale for bringing research, clinical care and education together remains strong and relevant
We’re looking to teach to the 21st century

• What will society need from physicians in 10 years…and beyond?
Community Health Physician Advisory Group

- Patrick Brunett
- Lisa Dodson
- Vicki Fields
- Don Girard
- Tana A. Grady-Weliky
- David Robinson
- John Saultz
- Bob Viera
Let’s switch gears

• Celebrating our successes from this past year
We’re nationally recognized for meeting social mission

#11 in *Annals of Internal Medicine*

Social mission:
- Educating physicians most needed by society

Research mission:
- Large portfolio

Bucking trends, we do *both* well
We’re among the best in education

Nationwide rankings:

# 3 in Primary Care
# 2 in Family Medicine
# 4 in Rural Medicine
<table>
<thead>
<tr>
<th>Grazyna Adamus</th>
<th>Melanie Fried-Oken</th>
<th>Kirsten Lampi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sue Aicher</td>
<td>Allison Fryer</td>
<td>Nicole Lockart</td>
</tr>
<tr>
<td>Sharon Anderson</td>
<td>Kathy Gage</td>
<td>Linda Lucas</td>
</tr>
<tr>
<td>Joan Ash</td>
<td>Linda Ganzini</td>
<td>Helmi Lutsep</td>
</tr>
<tr>
<td>Susan Bagby</td>
<td>Martha Gerrity</td>
<td>Cheryl Maslen</td>
</tr>
<tr>
<td>Christina Bethell</td>
<td>Tana Grady-Weliky</td>
<td>Kathleen McFall</td>
</tr>
<tr>
<td>Lois Black</td>
<td>Marjorie Grafe</td>
<td>Tomi Mori</td>
</tr>
<tr>
<td>Lynn Boshkov</td>
<td>Kathy Grant</td>
<td>Cynthia Morris</td>
</tr>
<tr>
<td>Rita Braziel</td>
<td>Beth Habecker</td>
<td>Michiko Nakano</td>
</tr>
<tr>
<td>Virginia Brooks</td>
<td>Cheryl Hanna</td>
<td>Heidi Nelson</td>
</tr>
<tr>
<td>Kari Buck</td>
<td>Rebecca Harrison</td>
<td>Halina Offner-Vandenbark</td>
</tr>
<tr>
<td>Patty Carney</td>
<td>Susan Hayflick</td>
<td>Susan Olson</td>
</tr>
<tr>
<td>Julie Carter</td>
<td>Margo Haygood</td>
<td>Susan Orloff</td>
</tr>
<tr>
<td>Grace Chien</td>
<td>Mary Heinricher</td>
<td>Molly Osborne</td>
</tr>
<tr>
<td>Jan Christian</td>
<td>Ann Hill</td>
<td>Tamara Phillips</td>
</tr>
<tr>
<td>Sima Desai</td>
<td>Fay Marie Horak</td>
<td>Mary Rice</td>
</tr>
<tr>
<td>Karen Deveney</td>
<td>Linda Humphrey</td>
<td>Sue Richards</td>
</tr>
<tr>
<td>Mary Durhan</td>
<td>Patricia Hurn</td>
<td></td>
</tr>
<tr>
<td>Patrice Eiff</td>
<td>Jeri Janowsky</td>
<td></td>
</tr>
<tr>
<td>Diane Elliot</td>
<td>Patricia Kramer</td>
<td></td>
</tr>
<tr>
<td>Caroline Enns</td>
<td>Molly Kulesz-Martin</td>
<td></td>
</tr>
<tr>
<td>Deb Finn</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oline Ronnekleiv</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Charity Rowland</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lynn Sakai</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mary Samuels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maisie Shindo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Susan Smith</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Roya Sohaey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mary Stenzel-Poore</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Linda Stork</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annie Terry</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Susan Tolle</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Donna Van Winkle</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jane Weissman</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ruth Whitman</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nancy Winters</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kristine Wiren</td>
</tr>
</tbody>
</table>
We’re listening to what you want
Paths to Leadership – Jim Huntzicker

Team 1
- Daniel Handel
- Joseph Hardman
- Timothy Liem
- Timothy Smith
- John Ma, sponsor

Team 2
- Seshadri Balaji
- Elizabeth Bower
- Dan Guillaume
- Donald Girard and Irene Barhyte, sponsors
We’re continuing our diversity efforts
We’re searching for the cure to type 1 diabetes

Markus Grompe, Phil Streeter and others
We’re conducting stem cell trials

Nate Selden, Bob Steiner, Amira Al-Uzri, Tom Koch, Jeff Koh, Jeff Pollock, Dan Guillaume, Mina-Nguyen-Driver, Val Anderson and others
We’re working to save children’s vision

Tim Stout, Peter Francis and Dick Weleber
We’re unlocking the genetic basis for
breast cancer aggressiveness

Shiuh-Wen Luoh
Meg Troxell
Ed Keenan
Susan Olson and others
We’re leaders in the fetal origins model of adult diseases

David Barker and OHSU Heart Research Center
We’re elevating the field of basic science discovery

- SoM Paper of the month
  - Michael Andresen
  - Klaus Früh
  - Stephen Hanson
  - Susan Hayflick
  - Michael Kruer
  - Jonathan Lindner
  - Mahta Nili
  - Tamara Phillips
  - Louis Picker
  - Peter Rotwein
  - Charles Springer
  - Shaomei Wang
  - Many others
We’re receiving more research awards

<table>
<thead>
<tr>
<th>Year</th>
<th>Base Line Awards</th>
<th>ARRA Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 7</td>
<td>$307</td>
<td></td>
</tr>
<tr>
<td>FY 8</td>
<td>$299</td>
<td>$4</td>
</tr>
<tr>
<td>FY 9</td>
<td>$303</td>
<td>$307</td>
</tr>
<tr>
<td>FY 10</td>
<td>$322</td>
<td>$70</td>
</tr>
<tr>
<td>Frct FY 11</td>
<td>$14</td>
<td>$332</td>
</tr>
</tbody>
</table>

Note 1: Total Awards = Direct and Indirect
Note 2: ARRA total awards as of July 1, 2010
We’re attracting exceptional students

$10 million anonymous gift
We’re counting more graduates

118 MDs
34 PAs
4 MD/PhDs
5 MD/MPHs
32 PhDs
15 MPHs
84 Masters
72 Grad Certificates
We’re making a difference

1/3 of all Oregon physicians completed part or all of their training at OHSU
Our students are embracing public service
We’re engaged in health care reform

Eight Essential Principles for Health Care Reform

Oregon is known for its leadership on many difficult issues associated with health care policy and reform. We are proud to be part of this community. OHSU supports the goal of developing and passing a plan for health care reform for Oregon. We present the following “Statement of Eight Essential Principles” as part of health care reform discussions. OHSU:

1. Supports universal access to a defined set of health care services for all children and adults that is paid for in ways that are not exclusively linked to employment.

2. Believes that a defined set of health care services in a universal access framework should include all health services that are demonstrably beneficial, including tertiary and quaternary health care, in order to guarantee equal access to care and to prevent continuation of inequities in the current system which ties care delivery to economic status.

3. Believes that a geographically well-distributed health care workforce, accurately mirroring in capacity and diversity the population it serves, is critical to ensuring long-term quality and access in Oregon. Funding for recruiting, educating and keeping workforce skills current is also critical. Further, health care reform must find ways to utilize all providers to the full benefit/extent of their education and training.

4. Supports an aggressive focus on preventive health care to both improve quality and reduce costs, including promotion of and reward for healthy lifestyles.

5. Believes that the long-term viability of universal access will depend on the full and equitable participation of all health care providers and systems (the opting out by a provider or health care system should not disadvantage those electing to participate).

6. Supports a compassionate evaluation of end-of-life care and the adoption of health care delivery models that support end-of-life decision-making and options for patients and families.

7. Believes that quality health care is linked to outcomes transparency and that incremental improvements in standards of care require support for both evidence-based practices and mechanisms to incorporate real-time outcomes feedback in quality initiatives. However, leaps in health care quality and outcomes are also a result of discovery and innovation, and a reform proposal must find ways to reward and adopt innovations and discoveries.

8. Supports more effective deployment of information technology, including but not limited to portable electronic health care records.

Adopted 2008
Welcome Dr. Aaron Caughey
Clinical mission highly regarded

- Doernbecher ranked among best in nation
- 97 faculty physicians listed in *Portland Monthly* magazine’s 2010 list of Portland’s best doctors
  - more than any other hospital or health system in Portland
OHSU performance of top 9 mission areas with importance scores

The education of doctors, nurses, dentists, and scientists
- Importance of Public: 9.0
- OHSU performance: 8.3

Medical research
- Importance of Public: 8.8
- OHSU performance: 8.3

Providing public services like the Poison Control Center and services for children with disabilities
- Importance of Public: 8.8
- OHSU performance: 8.2

Bringing engineers together with doctors and scientists to develop new drugs and medical devices
- Importance of Public: 7.6
- OHSU performance: 8.3

Providing healthcare services to the general public
- Importance of Public: 7.5
- OHSU performance: 8.2

Partnering with others to improve the health and wellbeing of Oregonians
- Importance of Public: 7.4
- OHSU performance: 8.5

Bringing federal and private research funds into Oregon from out of state
- Importance of Public: 7.4
- OHSU performance: 8.3

Leading discussions on healthcare issues or health reform in the state of Oregon
- Importance of Public: 7.1
- OHSU performance: 7.8

Providing healthcare specifically to the poor
- Importance of Public: 6.7
- OHSU performance: 7.7
OHSU and Doernbecher top the long list of organizations in Oregon as the favorite among patients.
Favorability ratings for OHSU have been increasing, and are very similar between Tri-County and Oregon.

OHSU Favorability Rating:

* Percentages reflect combined ‘very’ and ‘somewhat’ favorable.
Up next...

Mary Stenzel-Poore, PhD
Associate Dean for Basic Science
Research Roadmap
Collaborative Research Group

Joan Ash
Abhijit Banerjee
Thomas Becker
Tom Beer
Dennis Bourdette
Kim Burchiel
Aaron Caughey
Christopher Corless
Michael Davey
David Dawson
Daniel Dorsa
Rachel Dresbeck
Brian Druker
Julie Earnest
David Ellison
Paul Flint
Constance French
Melanie Fried-Oken
Nancy Haigwood
Susan Hayflick
Bobby Heagerty
Mary Heinricher
Bill Hersh
Robert Hitzemann
Maureen Hoatlin
Amanda Horton
John Hunter
Patricia Hurn
David Jacoby
Jeffrey Jensen
George Keepers
Frederick Keller
Charles Kilo
Jeffrey Kirsch
Molly Kulesz-Martin
Scott Landfear
R. Stephen Lloyd
Lynn Loriaux
Bob Lowe
Cheryl Maslen
Richard Maurer
John McConnell
Kathleen McFall
Cynthia Morris
Jay Nelson
Craig Newgard
Stacy Nicholson
John Nutt
Alfred Nuttall
Eric Orwoll
Misha Pavel
SuEllen Pommier
Mark Richardson
Charles Roberts
Bill Rooney
Peter Rotwein
Elaine Rowzee
Mary Samuels
John Saultz
Robert Steiner
Mary Stenzel-Poore
Tim Stout
Charles Thomas
Kent Thornburg
Douglas Weeks
Gary Westbrook
David Wilson
Bruce Wolfe
Jung Yoo
Key research initiatives

• Collaborative Recruitment Pool
• Emerging Technology Fund
• CTSA renewal
• *Follow the science*
Faculty Excellence in Teaching Awards

Frances E. Biagioli
Patrick H. Brunett
Lisa Grill Dodson

Rebecca A. Harrison
Daniel L. Marks
Shannon K. McWeeney

Suzanne H. Mitchell
Meg O’Reilly
Stephen R. Planck
Up next…

Tana A. Grady-Weliky, MD
Associate Dean for Medical Education
We’re keeping busy

• 4,548 applications for 120 slots in MD class

A Flood of Applicants Vied for OHSU’s 153 Residency Slots

03/26/10 Portland, OR

OHSU’s highly rated graduate medical education programs drew a record number of applications this year from students completing MD programs across the country.

The competition for the 153 open slots in Oregon Health & Science University’s highly rated graduate medical education (GME) programs was the stiffest in OHSU history.

“These results once again demonstrate that OHSU programs are among the very best in the country and attract the most competitive students from around the nation” said Donald E. Girard, MD, OHSU associate dean for graduate medical education and continuing medical education. “It is encouraging this year that the number of graduating medical school students who have decided to pursue careers in the primary care disciplines appears to be on the rise.”

“There are provisions in the newly enacted federal health care legislation that lay a foundation for increasing the number of primary care training positions at institutions with strong primary care programs, like OHSU. While much more must be done to reverse health care workforce shortages, this is a good start,” said Mark Richardson, MD, MScB, MBA, dean of the OHSU School of Medicine.
Graduate Studies
Looking to teach to the 21st century
Focusing on the medical education continuum
Life-long learning to provide safe, effective And evidence-based care for patients
Self-study – 10 committees

1. Admissions – Cynthia Morris
2. Assessment & Evaluation – Cynthia Morris
3. Basic Science Education (MS 1 & MS 2) – George Olsen
4. Clinical Science Education (MS 3 & MS 4) – Scott Fields
5. Educational Objectives – Patrick Brunett
6. Faculty Committee – Patrice Eiff
7. Finance Committee – Jeff Kirsch
8. Governance Committee – Tana A. Grady-Weliky
9. Learning Environment Committee – Tracy Bumsted
10. Student Committee
   – Gabriel Andeen, MD/MPH candidate
   – Jessica Carlson, MS4
   – Lauren Moneta, MS2
Team-based health care

Embracing interprofessional and interdisciplinary education
Up next…

Tom Heckler, MBA
Senior Associate Dean for the Clinical Practice
Hospital Perceived as Having “Best Doctors”
Portland MSA: 2004

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHSU Hospital</td>
<td>27.0%</td>
</tr>
<tr>
<td>Prov St Vincent Medical Ctr</td>
<td>13.4%</td>
</tr>
<tr>
<td>Legacy Emanuel Hospital</td>
<td>11.0%</td>
</tr>
<tr>
<td>Prov Portland Medical Ctr</td>
<td>9.8%</td>
</tr>
<tr>
<td>SW Washington Medical Ctr</td>
<td>6.5%</td>
</tr>
<tr>
<td>Legacy Good Sam Hospital</td>
<td>5.8%</td>
</tr>
<tr>
<td>Kaiser Sunnyside Medical Ctr</td>
<td>4.8%</td>
</tr>
<tr>
<td>Adventist Medical Center</td>
<td>3.7%</td>
</tr>
</tbody>
</table>
Hospital Perceived as Having “Best Doctors”
Portland MSA: 1997 - 2004

Percent ranking OHSU as #1 grew 4x in 7 years
Trend in Total OHSU Outpatient Visits
FY2000 – FY2010

Visits in 000s

2000-2010:
+48% Cum. Growth
+3.8% CAGR

FY2000 – FY2010:
Visits in 000s

2000: 465
2005: 554
2010: 687
Trend in Total OHSU FPP Collections
FY2000 – FY2010

2000-2010: +154% Cum. Growth
+ 9.8% CAGR

Collections in $MM

2000
$88

2005
$139

2010
$223

Calendar Year

Fiscal Year
Growing National Health Expenditures

Percent of GDP Devoted to National Health Expenditures
1960 - 2008
Changing Payment Rates / Total RVU
Portland Metro Area

Average Portland Area Payment Rate/RVU

- Commercial
- Medicare
- Medicaid*

$0.00 $10.00 $20.00 $30.00 $40.00 $50.00 $60.00 $70.00
1999 2010

+ 4.1% per yr.
+ 0.5% per yr.
+ 0.6% per yr.
FPP/Health System Initiatives for 2011

- Quality monitoring/ improvement initiative
- High-cost patient management projects
- Practice systemization/ cost reduction
- Appropriate indications for complex (expensive) intervention
FPP members help shape Oregon health reform

OHSU Faculty Practice Plan members are involved in several state-level committees tasked with creating policy recommendations for the Oregon Health Policy Board (OHPB), a nine-member citizen board, of which OHSU President Joe Robertson, MD, MBA, is a member.

The OHPB was formed during the OHA workshops and help using it will be fully operational by July 2011.

Several committees and work groups have been formed during the OHA workshops to make recommendations as the state reaches for significant health reform. Below is a list of FPP members.

This is part of a series of articles providing data about the people who make up the School of Medicine research mission. This article focuses on faculty demographics in the seven basic science departments in the School of Medicine. For this article, information is provided on number of faculty members, gender, and academic rank.

For the purposes of this article, the data describe faculty members who have a primary appointment in one of the seven School of Medicine basic science departments – Behavioral Neuroscience, Biochemistry & Molecular Biology, Cell & Developmental Biology, Molecular Microbiology & Immunology, Molecular & Medical Genetics, Physiology & \nring. Emeritus, research faculty, instructors, and medical students are not part of this faculty dataset but will...
To the future
Questions?