

OREGON HEALTH & SCIENCE UNIVERSITY BOARD OF DIRECTORS MEETING

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

1:15pm	Call to Order/ Chairwoman's Comments Approval of Minutes (Action) President's Comments Search Committee Chair's Comments	Maria Pope Maria Pope Joe Robertson, M.D. David Yaden
1:30pm	Oregon National Primate Research Center:	2018 Advances and Plans Nancy Haigwood, Ph.D.
1:40pm	Zika Virus Update	Antonio Frias, M.D.
2:00pm	West Campus Master Plan	Brian Newman Sara Vonde Veld
2:20pm	YTD Financial Results	Lawrence Furnstahl
2:35pm	Report on FY18 Indicators	Dan Forbes Dana Director, Ph.D. Matthias Merkel, M.D., Ph.D.
2:50pm	Action Items Update Committee membership (Action) Elect New Chair and Vice Chair (Action)	
3:15pm	Meeting Adjourned	

Oregon Health & Science University Board of Directors Meeting October 26, 2017

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 acclimating 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 transitionary 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 <u>How the Mighty Fail</u> 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.

<u>Resolution 2017-10-15</u> 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.

<u>Resolution 2017-10-16</u> 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,

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





Jacob Estes, Ph.D.

Anna Roe, Ph.D.

- 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







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





ARTICLE

DOI: 10.1038/s41467-017-02499-9

Zika virus infection in pregnant rhesus macaques causes placental dysfunction and immunopathology

Alec J. Hirsch^{1,2}, Victoria H.J. Roberts³, Peta L. Grigsby^{3,4}, Nicole Haese^{1,2}, Matthias C. Schabel^{5,6}, Xiaojie Wang⁵, Jamie O. Lo⁴, Zheng Liu⁵, Christopher D. Kroenke⁵, Jessica L. Smith^{1,2}, Meredith Kelleher³, Rebecca Broeckel^{1,2}, Craig N. Kreklywich^{1,2}, Christopher J. Parkins¹, Michael Denton¹, Patricia Smith¹, Victor DeFilippis^{1,2}, William Messer^{7,8}, Jay A. Nelson^{1,2}, Jon D. Hennebold^{3,4}, Marjorie Grafe⁹, Lois Colgin¹⁰, Anne Lewis¹⁰, Rebecca Ducore¹⁰, Tonya Swanson², Alfred W. Legasse², Michael K. Axthelm^{0,2}, Rhonda MacAllister¹¹, Ashlee V. Moses^{1,2}, Terry K. Morgan^{4,12}, Antonio E. Frias^{3,4} & Daniel N. Streblow^{1,2}



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







Zika Virus: Human Transmission

- <u>Mosquitoes</u>: Main route of transmission through the bite of infected *Aedes aegypti and Aedes albopictus* mosquitoes
- <u>Mother to Child</u>: Rarely transferred around the time of birth but is transmitted during pregnancy—no evidence of breast milk transmission
- <u>**Blood Transfusions</u>**: Transmission through blood has been reported</u>
- <u>Sexual</u>: 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





NHP Model of Zika Infection





Echogenic placenta on prenatal ultrasound







Role of the Placenta

The placenta regulates exchange between mom and baby.

Four main functions:

- o Immune regulation
- $\circ~$ Blood flow
- Endocrine function
- o 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





Zika virus infection decreases placental oxygen permeability



T2* (milliseconds)

Hirsch, et al. Nature Communications 2018

Zika virus infection causes placental dysfunction





Hirsch, et al. Nature Communications 2018



ARTICLE

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BILL& MELINDA

GATES foundation





Eunice Kennedy Shriver National Institute of Child Health and Human Development





Thank You



Estimated Range of *Aedes* Mosquitoes



 Aedes mosquitoes can transmit Dengue virus, Zika virus, Yellow Fever virus, Chikungunya virus





OREGON HEALTH & SCIENCE UNIVERSITY

MARCH 2017

20-YEAR WEST CAMPUS MASTER PLAN 2016-2036

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.

DEVELOPMENT PLAN

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

TIMELINE	TOTAL GSF	PROJECTED/ACTUAL GSF INCREASE	PARKING SPACES
1998	192,800 GSF	_	254 spaces
APPROVED 1998 CDP Plan	1,500,000 GSF	+1,307,200 GSF ¹	1,446 spaces
2016	372,571 GSF	+179,771 GSF ²	528 spaces
Phase FY 2016-2026	462,641 GSF	+90,070 GSF ³	+104 spaces ⁴
Phase II FY 2026-2036	787,601 GSF	+324,960 GSF	+351 spaces ⁴

GSF excludes outdoor animal facilites.

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



Laboratory Research
Primate Research
Administration & Facilities Support
Animal Husbandry
Animal Support

- 1 Anticipated lab research growth
- 2 Category increased as a ratio of lab research growth
- 3 Calculated at 2.5% annual flat growth
- 4 Proportions adjusted to increase ratio primate research (right-size)

WEST CAMPUS TOTAL CURRENT & FY23 HEADCOUNT	CURRENT	FY23	TOTAL
ONPRC + VGTI + VGTI IDEA	523	167	690

DETAILED LIST OF WEST CAMPUS CURRENT & PROJECTED HEADCOUNT									
ROLE	ONPRC		VGTI	VGTI (NON-IDEA)		VGTIIDEA			
	CURRENT	FY23	TOTAL	CURRENT	FY23	TOTAL	CURRENT	FY23	TOTAL
Senior Lab Head	21		21	3	5	8	1	5	6
Junior Lab Head	7	2	9	5		5	1	2	3
Associate Scientist	6		6	1		1	3		3
PhD				25	35	60	7		7
Research Associate & Other Science Lab Support	145	4	149	22	35	57	34	56	90
Post Doc	10		10						
Grad Student	3		3	7		7			
Bioinformatics					9	9			
Admin & Operations	68		68	11	4	15		10	10
DCM	143		143						
TOTAL	403	6	409	74	88	162	46	73	119

GSF GROWTH BY CATEGORY THROUGH FY 23

	CAMPUS GSF				
SPACE CATEGORI	CURRENT 2016	TARGET FY 23 ⁴	TOTAL FY 36 ³		
Animal Husbandry (enclosed)	82,849	124,722 ²	165,257		
Lab Research	163,450	246,281 ¹	326,322		
Primate Research	57,460	104,058 ²	137,877		
Animal Support	36,256	45,264 ²	59,975		
Admin & Facilities Support	32,556	48,954 ²	64,864		
TOTAL	372,571	569,279	754,295		



- 6
- Pmic 1

12 Asb

- 18 Pens

PHASE ONE PROJECTS BUILDING 1 EXPANSION

BUILDING 1 (VGTI) **BUILDING 1 EXPANSION** OLON

Other building massing and siting options studied





Legend



Existing Building Future Building



0 <u>500</u>

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.

LANDSCAPE MASTER PLAN

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.

CURRENT CAMPUS GATE & ENTRY EXPERIENCE



OFF-CAMPUS IMPROVEMENTS POTENTIAL EAST-WEST CONNECTION



LANDSCAPE MASTER PLAN

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

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FY18 December YTD Financial Update

OHSU Board of Directors / January 25, 2018

FY18 December YTD Financial Results

1

- 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)	FY17	FY18	FY18	FY18 -	FY18 /
(millions)	Actual	Budget	Actual	Budget	FY17
Net patient revenue	\$981	\$1,029	\$1,056	\$27	7.6%
Medicaid R&E IGT	43	43	43	0	0.0%
Grants & contracts	201	212	213	0	5.7%
Gifts applied	50	54	43	(11)	-13.9%
Tuition & fees	34	36	36	0	6.0%
State appropriations	18	18	19	1	4.1%
Other revenue	62	65	67	3	9.4%
Operating revenues	1,389	1,457	1,477	20	6.3%
Salaries & benefits	813	858	854	(4)	5 1%
Services & sunnlies	395	420	436	(+)	10.5%
Provider tax	43	423	-50 50	1	14.6%
Depreciation		76	77	1	6.0%
Interest	15	16	14	(1)	-4.5%
Operating expenses	1,339	1,427	1,431	4	6.9%
Oper. income (budget basis)	50	30	45	16	-9.5%
OregonHeart investment	2		0		
State grant to KCC	17		46		
Total oper. income (pre-GASB 68)	\$69		\$92		



Medicaid Expansion + Shift Toward Medicare



Shift to Medicare & O/P Flattens Effective Rate

OHSU Patient Activity	FY17	FY18	FY18	Actual /	Actual /
December YTD (6 months)	Actual	Budget	Actual	Budget	Last Year
Inpatient admissions	14,932	14,838	14,592	-1.7%	-2.3%
Average length of stay	5.94	6.00	5.85	-2.5%	-1.5%
Average daily census	471	470	456	-2.9%	-3.1%
Day/observation patients	18,664	18,520	19,918	7.5%	6.7%
Emergency visits	23,548	23,872	23,202	-2.8%	-1.5%
Ambulatory visits	435,844	452,797	469,894	3.8%	7.8%
Surgical cases	16,860	17,208	17,772	3.3%	5.4%
Casemix index	2.07	2.07	2.17	4.8%	4.8%
Outpatient share of activity	48.9%	49.9%	51.0%	2.2%	4.3%
CMI/OP adjusted admissions	60,435	61,351	64,644	5.4%	7.0%
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%



Cash Up Slightly at \$4M with Net Worth Up \$148M

Balance Sheet (millions)	6/30/17	12/31/17	Change
Operating cash & investments	\$825	\$821	\$(3)
Quasi-endowment funds	86	94	8
Moda surplus note, net	34	34	0
OHSU cash & investments	945	949	4
Trustee-held bond funds	19	24	4
KCC project fund	124	78	(46)
CHH-2 project fund	144	88	(57)
Total cash & investments	1,232	1,138	(94)
Net physical plant	1,742	1,860	117
Interest in Foundations	1,403	1,439	36
Long-term debt	(1,005)	(999)	5
GASB 68 pension items, net	(298)	(298)	0
Working capital & other, net	66	149	83
OHSU net worth	3,141	3,289	148
Oper income (h	idget basis)		45
State grant to KC	:C.		46
OHSU investment	t return		22

Oper. Income (budget basis)	40
State grant to KCC	46
OHSU investment return	22
Gain (loss) from Foundations	36
Other non-operating items	(2)
Total change in net worth	\$148

FY18 Cash Flow (millions)	Dec YTD
Oper. income (budget basis) State grant to KCC Depreciation OHSU investment return CHH-2 project funds applied	\$45 46 77 22 57
Sources of OHSU cash	247
Regular principal repaid Capital spending Other working capital, net	(5) (194) (43)
Uses of OHSU cash	(243)
Sources less uses of cash	4
6/30/17 balance 12/31/17 balance	945 \$949





Fiscal Year 2018, Quarter 2

PEOPLE

TRANSPORTATION	ENGAGEMENT	UNCONSCIOUS BIAS	RECRUITMENTS
On track	Survey spring 2018	79 trained	86%
Plan complete	4.14 rating	2,600 individuals trained	85%

HEALTHCARE

ACCESS	MORTALITY	ADULT PATIENT SATISFACTION	PEDIATRIC PATIENT SATISFACTION	AMBULATORY SATISFACTION	TRANSFERS
7.3%	0.91	79.6	80.3	79	95.8%
15% increase	0.86	79.1	79.5	79.8	96%

RESEARCH

GRANTS SUBMITTED	GRANT \$	PUBLICATIONS	TURNAROUND TIME
753	\$202,442,000	1,379	136
1,976	\$420,000,000	2,874	90 days

EDUCATION

STUDENT RECRUITMENT	APPLICANTS	FIRST TIME PASS	DECREASE DEBT
339 ✓	Due spring 2018	Due spring 2018	\$505,452 ✓
296	9,759	Varies by degree	\$551,550

FINANCE

EBITDA	PATIENT REVENUE	RESEARCH AND EDUCATION REVENUE	DAILY CASH ON HAND
9.60%	7%	1.8%	203
9.9%	5%	3.1%	200

On or above target



Below target

Below FY17 and target



а

OHSU Research Metrics – Research Award Dollars FY13 - FY18 Total Awards Received by Quarter





Mission Control OHSU Board

STREET, STREET

1/25/2018

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





Transfer Declines Climbing...

DECLINES DUE TO CAPACITY



Source: ECC Database Date: Jan 2016 to December 2017

Transfer Declines Climbing...and now down trending

Outreach to referring hospitals



Source: ECC Database Date: Jan 2016 to December 2017

4

OHSU Health System



2017 HIGHLIGHTS

Increased OHSU capacity



Increased complexity of transfer patients



Improved transfer metrics





\rightarrow 160 Transfers since June 2017

OHSU Capacity Tile – Adult Acute Care Units Jan 17, 2018 9:43 AM

	NAPSHOT	UNITVIEW									00	
					Une	ccupied		Unassign	Pending Discharge /	Net		
	Census	occ	OCC.	Clean	+ Dirty	-Assign	- Avail	Reqs	Transfer Out	Beds	Blocked	
Adult Acute	315	98%	113%	5	3	2	6	48	79	-37	0 ~	
4A	20	100%	145%	0	0	O	0	9	5	-4	0	
5A	23	⊙ 100%	109%	0	0	0	0	2	10	8	0	
58	8	⊙ 100%	100%	0	0	0	0	0	6	6	0	
SC	14	⊙ 100%	107%	0	0	0	0	1	5	4	0	
7CV	12	⊙ 100%	100%	0	0	0	0	0	4	4	0	
9К	25	(a) 96%	96%	1	0	0	1	0	13	14	0	
10A	20	● 100%	100%	0	0	0	0	0	8	8	0	
10D	5	0 62%	112%	1	2	0	3	4	0	-1	0	
10К	29	97%	110%	0	1	0	1	4	2	-1	0	
11К	29	97%	107%	1	0	0	1	3	6	4	0	
13A	19	O 90%	129%	z	0	0	z	8	7	1	0	
13К	30	⊙ 100%	123%	0	0	2	-2	5	4	-3	0	
14A	20	⊙ 100%	130%	0	0	0	0	6	4	-2	0	

→ Improved SITUATIONAL AWARENESS

<u>Comparing Jul – Dec 2016 & 2017:</u>

✓ 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



Next steps:

Phase 1

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

Phase 2

• Mission Control 2.0





Humber Command Center, Toronto ON





Thank You



Data Graphs



IP ADMISSIONS VOLUME

8836 8497 2016 2017

DECLINES DUE TO CAPACITY



CMI INCREASE IN OHSU ACCEPTANCES



LOS O/E RATIO DECREASED







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

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 Nays

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

Connie Seelev

Board Secretary



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 /

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

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.

Connie Seelev

Connie Seeley Board Secretary

Resolution 2018-01-03