



Updated
OREGON HEALTH & SCIENCE
UNIVERSITY
BOARD OF DIRECTORS MEETING

Thursday, June 28, 2018

1:30 – 3:30 pm

RLSB 3A002

1:30 pm	Call to Order/ Chairman's Comments Board member Comments President's Comments Approval of Minutes April 5 (Action) Approval of Minutes May 8 (Action)	Wayne Monfries Prashant Dubey Joe Robertson, MD Wayne Monfries Wayne Monfries
1:45 pm	FY18 YTD Results, Proposed FY19 Budget and Academic Tuition and Fee Book (Action)	Lawrence Furnstahl Elena Andresen, PhD
2:15 pm	Annual Report on Comprehensive Assessment of Student Learning Outcomes	Elena Andresen, PhD
2:30 pm	FY19 Budget Faculty Response	Derick Du Vivier, MD
2:45 pm	Report on FY18 Indicators Proposed FY19 Indicators	Dan Forbes Dan Forbes
3:05 pm	Goodbye to Dr. Joe Robertson (Action)	Wayne Monfries
3:30 pm	Meeting adjourned	



Proposed FY19 Budget with FY18 Update: Building on Vision 2020

OHSU Board of Directors / June 28, 2018

FY18 May YTD Financial Results

- Financial results through 11 months show operating income of \$101 million, \$29 million above budget.
- May advances April results reported in the budget document, which were \$25 million above budget.
- OHSU revenues are up 7% year-over-year, reflecting higher casemix, surgical cases and ambulatory visits, combined with solid growth in grants and tuition.
- We have received \$10 million for the first five months of enhanced Medicaid IGT:
 - Payments for unique AHC services reduce the loss on Medicaid, freeing funds to support research & education in Oregon's public health sciences university.
- Administrative & support areas continue to hold spending well below budget, as Accelerate OHSU performance improvement efforts proceed.
- Cash on hand rises to 229 days on earnings, investment returns and better accounts receivable management, prior to dipping next year due to timing of gifts for facilities.
- Net worth rises \$248 million or 8% through May to nearly \$3.4 billion, on strong operations, the State grant to the Knight Cancer Challenge applied to research facilities, and investment returns at OHSU and the Foundations.

Overview of Proposed FY19 Budget

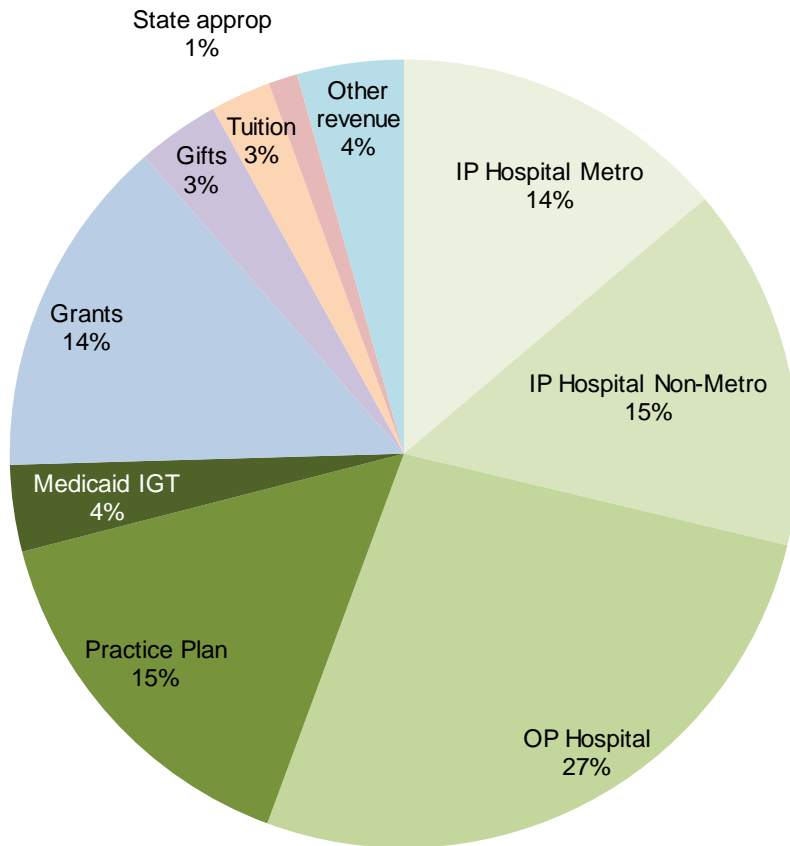
- The FY19 budget builds on the success of Vision 2020, maintaining momentum while preserving options during leadership transition.
- Revenues are targeted to rise 6% to \$3.1 billion, generating \$115 million of operating income for investment in facilities, technology, programs and financial strength.

OHSU Operating Income (millions)	FY17 Actual	FY18 Budget	FY18 Estimate	FY19 Proposed
Revenues (net of provider tax)	\$2,764	\$2,866	\$2,932	\$3,105
<i>Percent growth</i>	6.5%	3.7%	6.1%	5.9%
Operations expense	2,459	2,583	2,639	2,789
Interest & depreciation	176	183	183	201
Total expenses	2,635	2,766	2,821	2,990
<i>Percent growth</i>	7.0%	5.0%	7.1%	6.0%
Operating income*	\$129	\$100	\$111	\$115
<i>EBITDA margin</i>	11.0%	9.9%	10.0%	10.2%
<i>Operating margin</i>	4.7%	3.5%	3.8%	3.7%

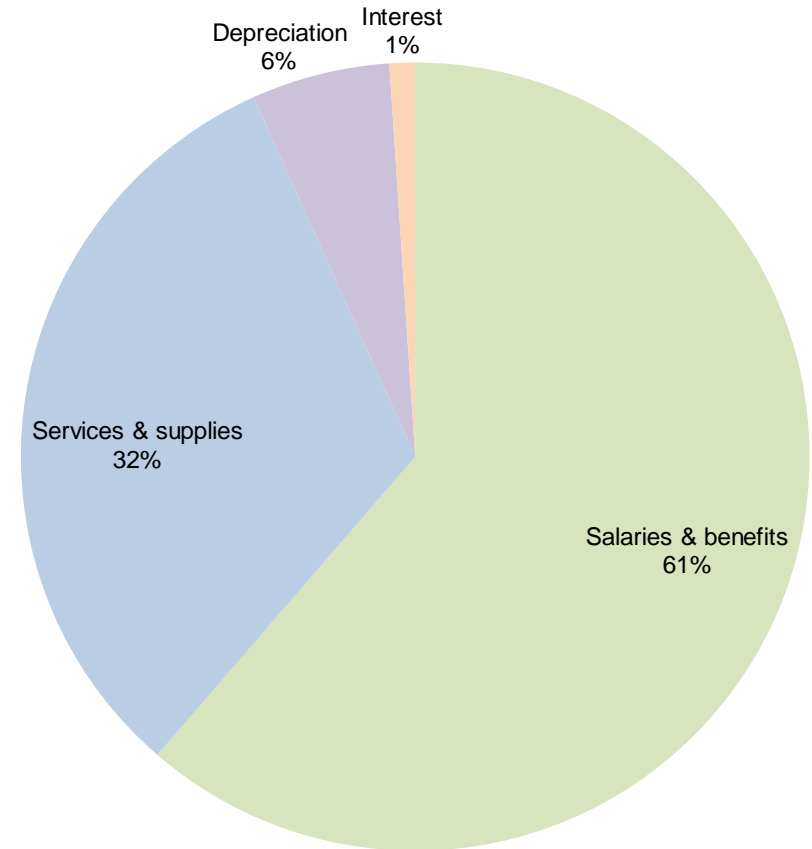
*Budget basis with PERS pension on pre-GASB 68 cash basis, excluding State grant to Knight Cancer Challenge and OregonHeart investment

FY19 Budget in a Nutshell

FY19B Revenue = \$3.1 Billion



FY19B Expense = \$3.0 Billion



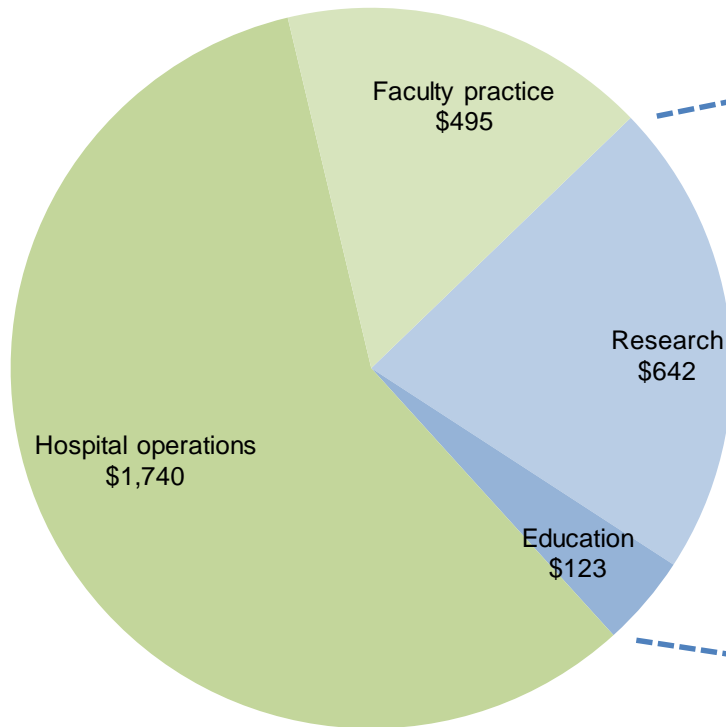
Revenue – Expense = \$115m / year →
Capital & Program Investment

FY19 Proposed Budget by Mission

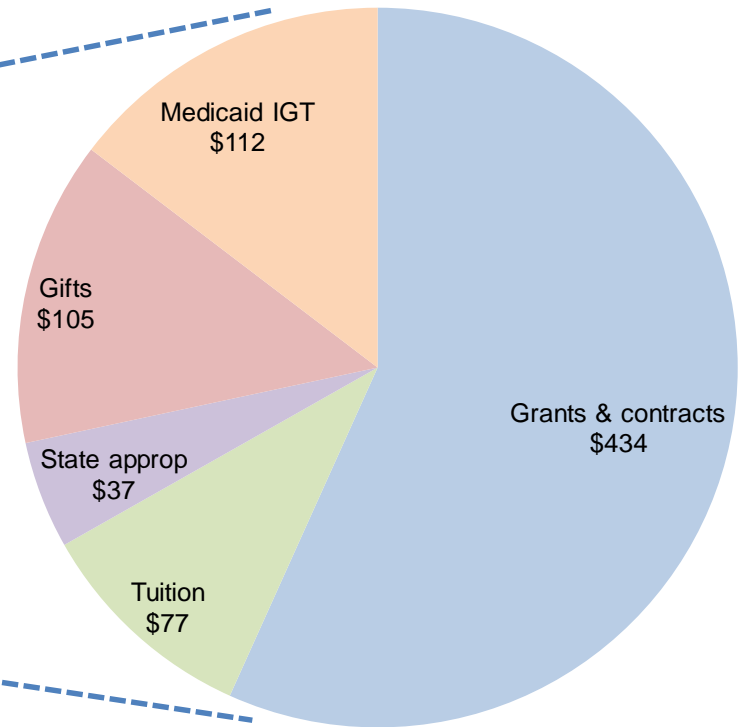
FY19 Proposed (millions)	Education	Research	Patient Care	Total
Revenues before IGT	\$116	\$554	\$2,323	\$2,993
Medicaid IGT	18	94	0	112
Total revenues	134	648	2,323	3,105
Direct expense	65	468	2,012	2,545
Central overhead	27	82	135	244
Operations expense	92	550	2,147	2,789
EBITDA	43	97	176	316
Depreciation & interest	35	60	106	201
Operating income	\$8	\$37	\$70	\$115

Funding Research & Education at OHSU (FY19)

OHSU Expense Budget (\$3.0B)



Funding for Research & Education (\$765M)



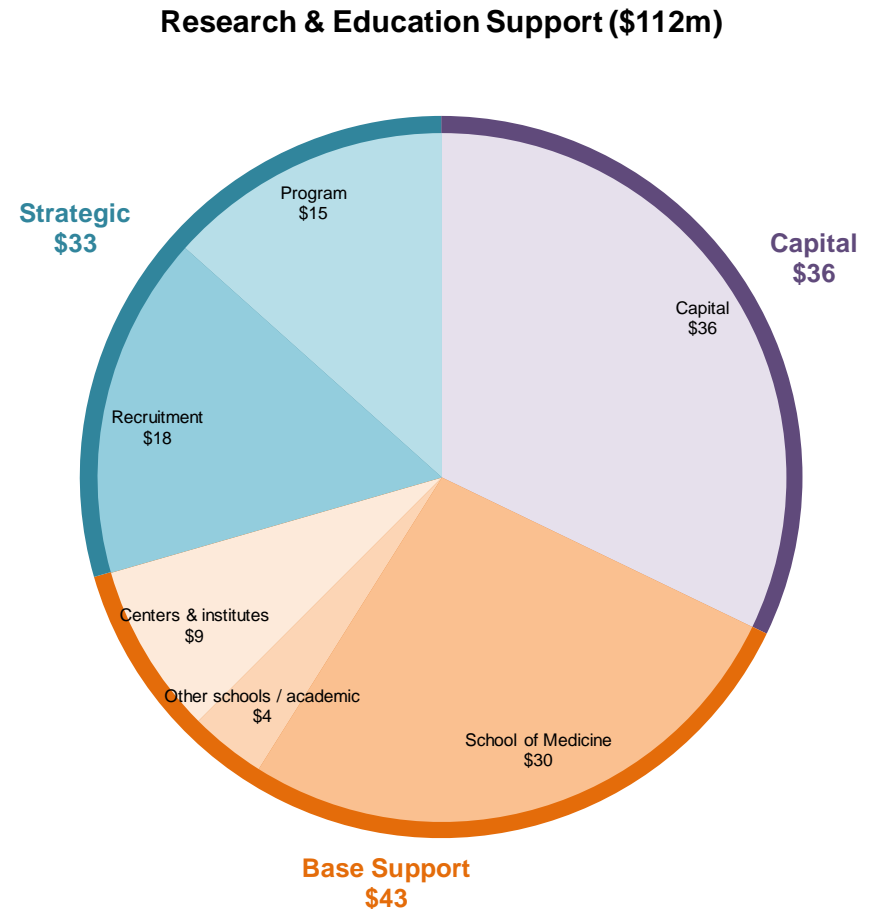
OHSU scales research program to available funding from grants, gifts & IGT/clinical earnings

Allocation of \$112M in FY19B IGT / R+E Support

FY19 research & education support of \$112 million from IGT funds:

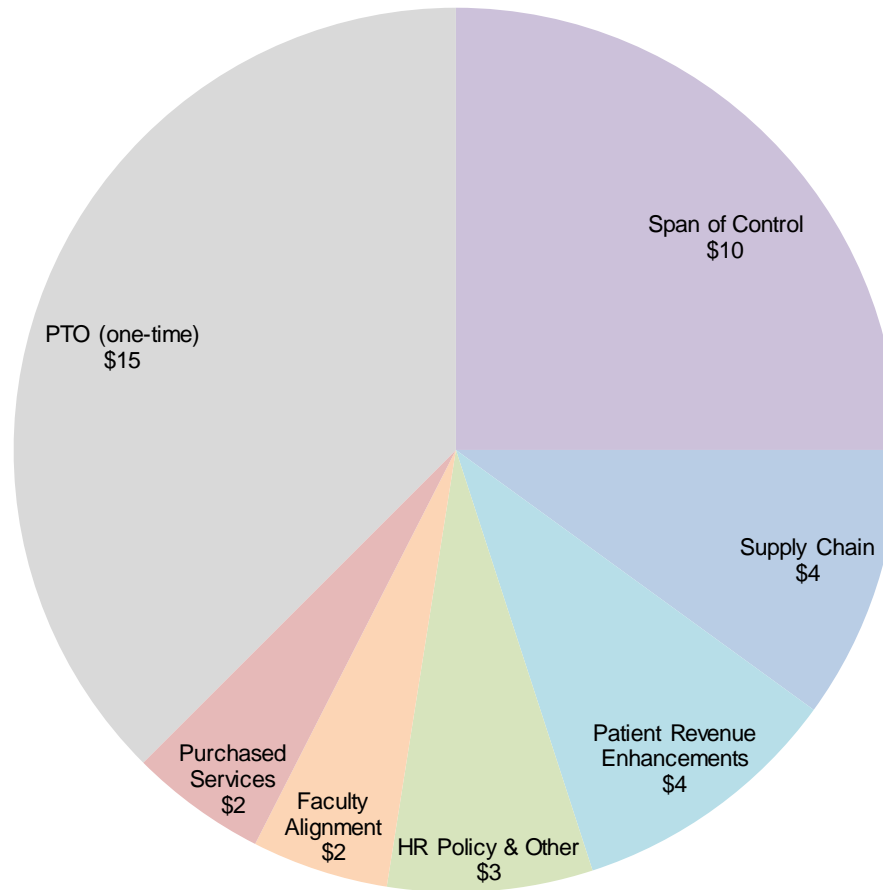
- *\$36 million for research & education capital: equipment, technology & infrastructure*
- *\$43 million provides base support for science not fully funded by grants, allocated to units by research / PhD metrics*
- *\$33 million for strategic priorities in University-wide education initiatives, faculty recruitments and other key programs.*

Note that \$112 million is complementary to \$106 million in gifts for \$218 million in total support for research & education above direct funding from grants, tuition and State appropriations.



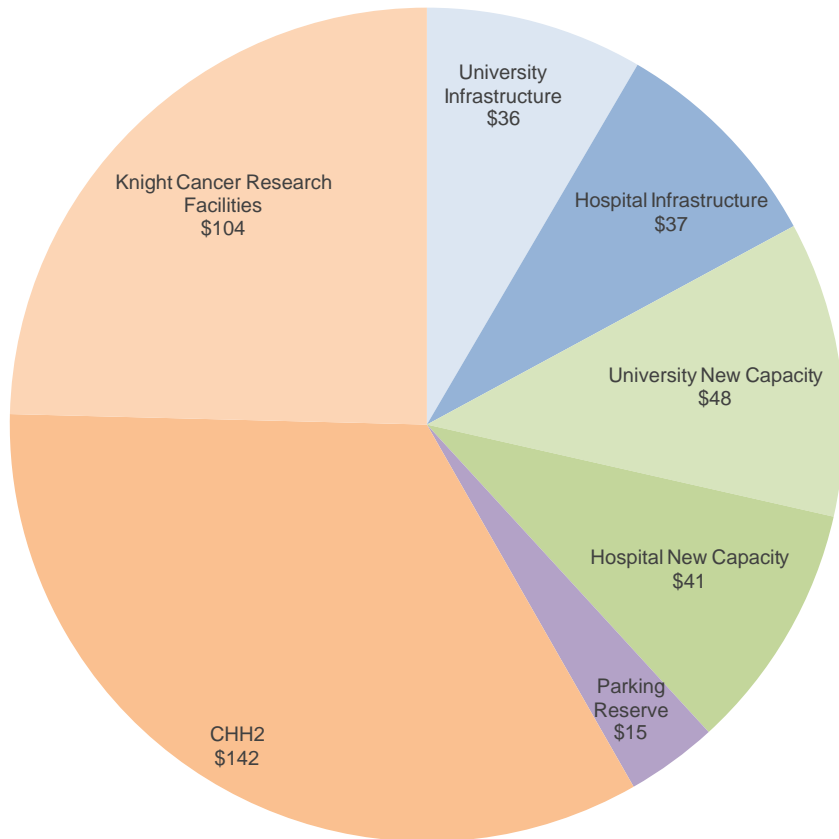
\$40M of Accelerate OHSU Savings in FY19

Accelerate OHSU Initiatives in FY19 Budget (millions)

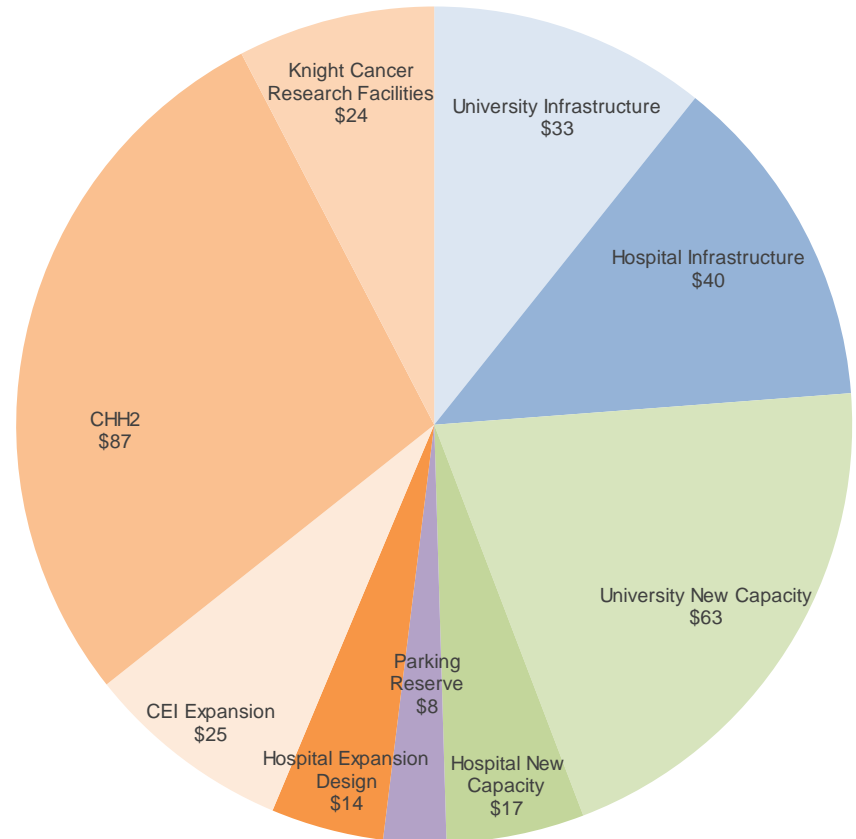


Proposed FY19 Capital Compared to FY18

FY18 Capital Budget (total = \$423m)



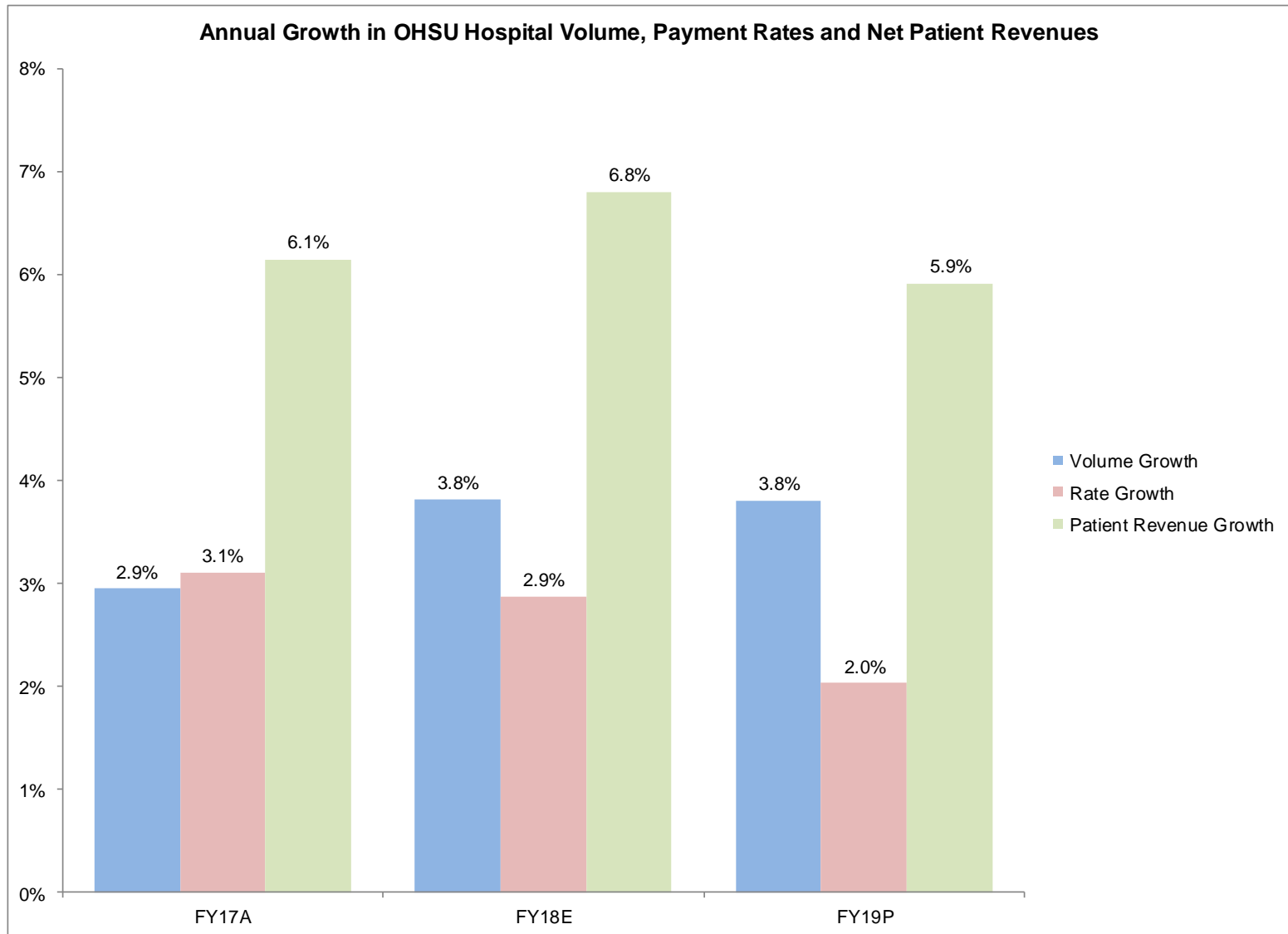
FY19 Proposed Capital Budget (total = \$309m)



CHH-2 Opening Supports Growth in FY19 Q4

OHSU Patient Activity	FY17 Actual	FY18 Estimate	FY19 Proposed	FY19P / FY18E
Inpatient admissions	29,747	29,191	29,640	1.5%
Average length of stay	5.92	5.96	5.90	-1.0%
Average daily census	470	465	468	0.6%
Day/observation patients	37,552	39,798	40,628	2.1%
Emergency visits	47,193	48,077	48,783	1.5%
Ambulatory visits	893,999	943,789	994,386	5.4%
Surgical cases	33,892	35,355	36,657	3.7%
Casemix index	2.09	2.17	2.20	1.4%
Outpatient share of activity	49.5%	51.1%	51.2%	0.2%
CM/OP adjusted admissions	123,165	129,504	133,742	3.3%

Decelerating Rates Partially Offset by Volume



Proposed 2018-19 Full-Time Tuition

- Given already high tuition rates, most FY19 tuition increases are kept below 3.6% while the OHSU Tuition Promise continues for its sixth year.
- The exception are programs in the School of Public Health where OHSU agreed to mirror MPH tuition at PSU.

	Approx.	2017-18	2018-19		2017-18	2018-19	
	Terms of	Resident	Resident	Percent	Non-Res	Non-Res	Percent
MD, MD/MPH & DMD	Attendance	Tuition	Tuition	Increase	Tuition	Tuition	Increase
MD 1st Year	4	\$10,399	\$10,659	2.5%	\$15,675	\$16,224	3.5%
MD 2nd Year (Returning Tuition Promise Students)	4	\$10,399	\$10,399	0.0%	\$15,675	\$15,675	0.0%
MD 3rd Year (Returning Tuition Promise Students)	4	\$10,195	\$10,195	0.0%	\$15,072	\$15,072	0.0%
MD 4th Year (Returning Tuition Promise Students)	4	\$9,995	\$9,995	0.0%	\$14,493	\$14,493	0.0%
MD/MPH 1st Year	4	\$9,535	\$9,782	2.6%	\$14,368	\$14,882	3.6%
MD/MPH 2nd Year (Returning Tuition Promise Students)	4	\$9,535	\$9,535	0.0%	\$14,368	\$14,368	0.0%
MD/MPH 3rd Year (Returning Tuition Promise Students)	4	\$9,260	\$9,260	0.0%	\$13,786	\$13,786	0.0%
DMD 1st Year	4	\$11,081	\$11,192	1.0%	\$17,884	\$18,063	1.0%
DMD 2nd Year (Returning Tuition Promise Students)	4	\$11,081	\$11,081	0.0%	\$17,884	\$17,884	0.0%
DMD 3rd Year (Returning Tuition Promise Students)	4	\$10,971	\$10,971	0.0%	\$17,707	\$17,707	0.0%
DMD 4th Year (Returning Tuition Promise Students)	4	\$10,862	\$10,862	0.0%	\$17,532	\$17,532	0.0%

Proposed 2018-19 Full-Time Tuition (continued)

All Other Programs	Approx.	2017-18	2018-19	Percent	2017-18	2018-19	Percent
	Terms of Attendance	Resident Tuition	Resident Tuition	Increase	Non-Res Tuition	Non-Res Tuition	Increase
Dental Graduate	4	\$10,876	\$10,985	1.0%	\$13,215	\$13,215	0.0%
Human Nutrition (Returning Tuition Promise Students)	4	\$6,750	\$6,750	0.0%	\$6,750	\$6,750	0.0%
Dietetic Intern, Human Nutrition (New Students)	4	\$6,750	\$6,750	0.0%	\$6,750	\$6,750	0.0%
Physician Assistant (Returning Tuition Promise Students)	4	\$9,522	\$9,522	0.0%	\$9,522	\$9,522	0.0%
Physician Assistant (New Students)	4	\$9,522	\$9,810	3.0%	\$9,522	\$9,810	3.0%
Radiation Therapy (Returning Tuition Promise Students)	4	\$5,640	\$5,640	0.0%	\$6,780	\$6,780	0.0%
Radiation Therapy (New Students)	4	\$5,640	\$5,640	0.0%	\$6,780	\$6,780	0.0%
SoM PhD	3	\$6,804	\$6,804	0.0%	\$6,804	\$6,804	0.0%
Biomedical Informatics On Campus	3	\$6,189	\$6,189	0.0%	\$7,395	\$7,395	0.0%
Biomedical Informatics Distance Learning	3	\$6,865	\$6,865	0.0%	\$8,095	\$8,095	0.0%
Clinical Research or Human Investigations	3	\$4,515	\$4,515	0.0%	\$4,515	\$4,515	0.0%
Computer Science & Engineering or Electrical Engineering	3	\$6,225	\$6,315	1.5%	\$6,225	\$6,315	1.5%
MBA, MS or Certificate in Healthcare Management	3	\$5,253	\$5,325	1.4%	\$5,253	\$5,325	1.4%
Medical Physics	3	\$5,400	\$5,400	0.0%	\$8,613	\$8,613	0.0%
UG Nursing Accelerated Bacc (Returning Tuition Promise Students)	3	\$6,288	\$6,288	0.0%	\$8,388	\$8,388	0.0%
UG Nursing Accelerated Bacc (New Students)	3	\$6,288	\$6,408	1.9%	\$8,388	\$8,556	2.0%
UG Nursing 2nd Year OCNE (Returning Tuition Promise Students)	3	\$4,548	\$4,548	0.0%	\$8,340	\$8,340	0.0%
UG Nursing 3rd Year OCNE (Returning Tuition Promise Students)	3	\$4,332	\$4,332	0.0%	\$7,944	\$7,944	0.0%
UG Nursing OCNE (New Students)	3	\$4,548	\$4,644	2.1%	\$8,340	\$8,508	2.0%
UG Nursing RN/BS	3	\$5,508	\$5,508	0.0%	\$5,508	\$5,508	0.0%
Graduate Nurse Practitioner (Returning Tuition Promise Students)	3	\$5,508	\$5,508	0.0%	\$7,137	\$7,137	0.0%
Graduate Nurse Practitioner (New Tuition Promise Students)	3	\$5,508	\$5,616	2.0%	\$7,137	\$7,281	2.0%
Graduate Nurse Anesthesia (Returning Tuition Promise Students)	3	\$6,849	\$6,849	0.0%	\$7,137	\$7,137	0.0%
Graduate Nurse Anesthesia (New Tuition Promise Students)	3	\$6,849	\$6,984	2.0%	\$7,137	\$7,281	2.0%
Graduate Nursing PhD, DNP, Hlth Sys Org Leadership, Nursing Ed	3	\$5,409	\$5,517	2.0%	\$6,993	\$7,137	2.1%
Online MPH or Certificate in Public Health	3	\$5,004	\$5,004	0.0%	\$6,462	\$6,462	0.0%
On-Campus MPH or Programs in Biostatistics	3	\$3,609	\$3,726	3.2%	\$5,445	\$5,670	4.1%
SPH PhD	3	\$5,400	\$4,905	-9.2%	\$5,400	\$5,715	5.8%

1st Year Tuition & Fees for State-Funded Programs

	Resident Tuition	Fees	Total
MD¹	\$42,636	\$7,696	\$50,332
DMD¹	\$44,768	\$16,105	\$60,873
Physician Assistant¹	\$39,240	\$8,165	\$47,405
Undergraduate OCNE²	\$12,771	\$6,200	\$18,971
Undergraduate Accelerated Bacc¹	\$32,040	\$8,165	\$40,205
Undergraduate RN/BS³	\$16,524	\$1,017	\$17,541
Graduate Nurse Practitioner³	\$22,464	\$6,433	\$28,897
Graduate Nurse Anesthesia³	\$27,936	\$6,433	\$34,369
Graduate Nursing PhD, DNP³	\$22,068	\$6,433	\$28,501

¹Based on four terms of enrollment

²Based on three terms of enrollment

³Based on three terms of enrollment at 12 credits each — actual enrollment may vary

Key Priorities in FY19 Budget

- Leadership scholarships for students from under-represented backgrounds
- Unconscious bias training for faculty and staff
- Sixth year of OHSU Tuition Promise
- Recruitment of leaders and faculty across schools, centers and institutes
- Better alignment of faculty effort and compensation throughout OHSU
- New School of Public Health building (with Portland State University)
- Surge facility for West Campus
- National center for cryo-electron microscopy (one of three awarded by NIH)
- PET / MRI facility leveraging radiochemistry for advanced research & patient imaging

Key Priorities in FY19 Budget (continued)

- Next phase of Vollum Institute renovation
- Design for inpatient hospital expansion (construction decision in October 2019)
- Construction of Casey Eye Institute addition (funded by gifts)
- Opening of Knight Cancer Research Building and clinical trial floors
- Opening of CHH-2 and Rood Family Pavilion
- Optimizing partnerships with Adventist Health and Tuality
- Path to pay \$500 million unfunded PERS liability sooner than 20 year schedule

Casey Eye Institute Expansion

- Casey Eye Institute ready to proceed with \$52 million expansion, funded by gifts.
- Project doubles capacity in Casey's three most crucial programs: Elks Children's Eye Clinic (in honor lead gift from the Oregon State Elks Association), Macular Degeneration Center, and Gene Therapy Center.
- Supports a 35% growth in visits, incremental revenues of \$209 million and net income of \$36 million over 10 years.
- Opening would occur in 2020.



Design of Inpatient Hospital Expansion

Inpatient Bed Expansion	Initial Concept	Current Concept
Women's & children's	89	99
Adult med/surg (built out)	0	32
Adult med/surg (shelled)	0	32
Adult med/surg (back fill)	66	66
Total new & replacement	155	229
New beds (on base of 556)	89	163
Replacement beds	66	66

- 6/18: OHSU Board consideration of programming & design budget
- 10/19: OHSU Board consideration of final project approval
- 2/20: Bond financing if approved
- 7/20: Groundbreaking if approved
- 12/22: Substantial completion
- 7/23: Go live (first patients)



One of several design concepts now under study.

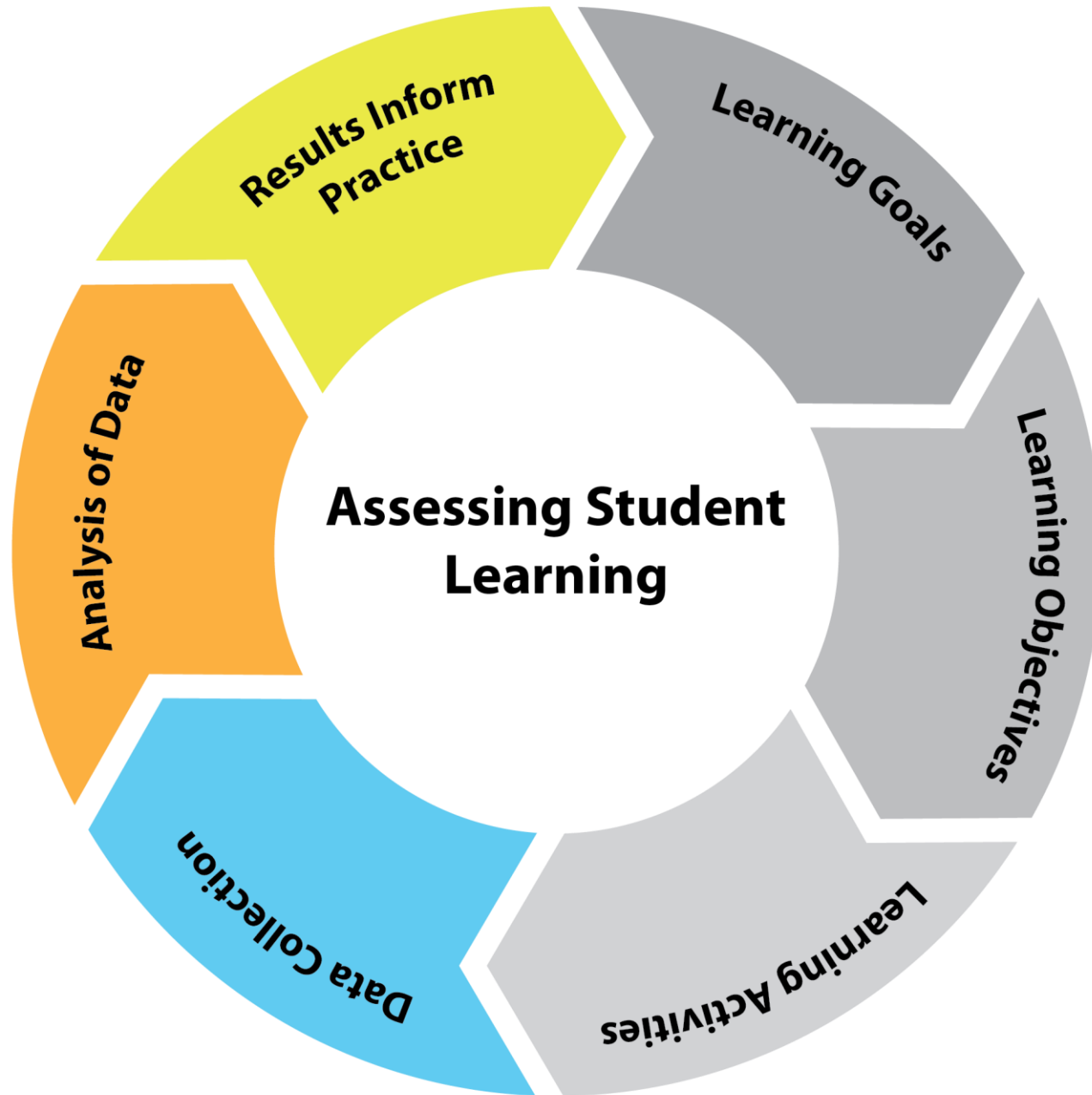
Maximizing Optionality

- Sustaining the right balance among the University's missions of education, research, patient care and outreach is critical to recruiting, developing and retaining a great faculty that is OHSU's advantage.
- Necessary investments in health care, combined with downward pressure on payment rates and government funding, constrain resources available for science and education priorities.
- Upside potentials include enhanced IGT funds, continued major philanthropy, and additional savings through Accelerate OHSU.
- Global risks include renewed efforts to repeal or undermine the Affordable Care Act or to block-grant Medicaid, proposed cuts to federal research funding, pension costs, and how long the economic expansion—already the second longest since the Civil War—will last.
- Leveraging upside potentials while focusing funds on strategic investments that can be phased, will maximize options in a time of change, public policy uncertainty and macroeconomic risk.
- Proposed FY19 budget advances is approach.

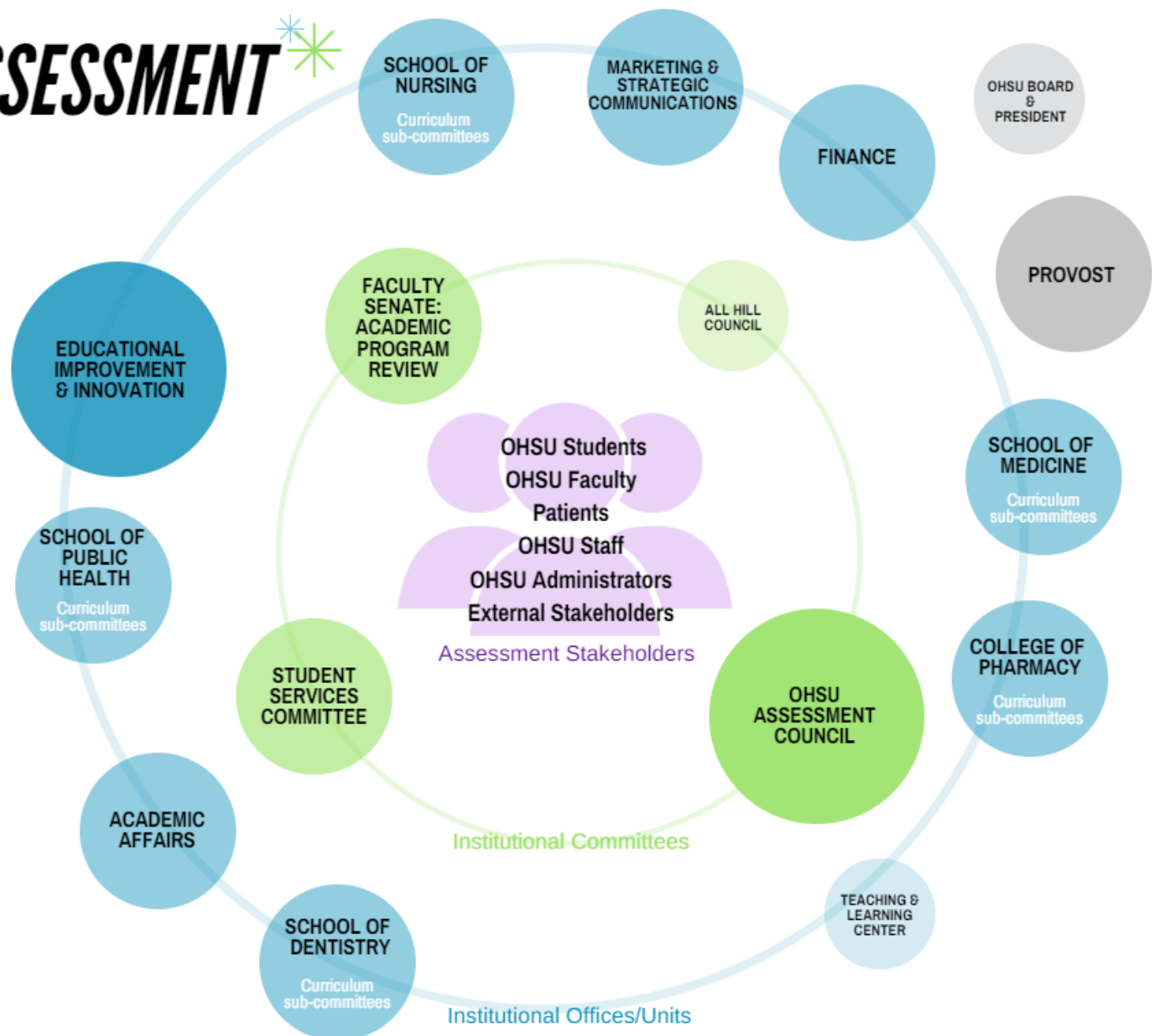


Annual Report on Comprehensive Assessment of Student Learning Outcomes

DATE: June 28, 2018 PRESENTED BY: Elena Andresen, Ph.D., Executive Vice President & Provost



OHSU ASSESSMENT



OHSU Assessment

THE ASK

The Northwest Council on Colleges and Universities in 2015 recommended that OHSU ensure comprehensive assessment of student learning outcomes to strengthen academic programs.

THE TASK

Convene the OHSU Assessment Council and stakeholders — faculty, students, administrators, staff — from across OHSU to:

- Evaluate 89 programs across five schools and colleges to identify and develop:
 - student learning outcomes
 - targets
 - instruments for learning outcome appraisals
 - assessment timelines
 - processes for analyzing assessment data and improvement plans

THE TAKEAWAY

On track to fulfill NWCCU's recommendations in advance of its site visit Oct. 22-23, 2018



Questions?



Faculty Senate Report to the OHSU Board of Directors

June 28, 2018

Derick Du Vivier MD, MBA, OHSU Faculty Senate President
Assistant Professor School of Medicine

The mission of the OHSU Faculty Senate is to represent faculty by proposing, evaluating, and providing advice on actions and policies to create, maintain, and protect an academic environment conducive to the full and free development of scholarly learning, teaching, research, patient care, and community service.



Senate Purpose

The Faculty Senate deliberates, plans, advises, and where appropriate acts within its mission on any matter of general interest or concern to the Faculty or pertaining to OHSU, including, but not limited to:

- academic policies
- educational standards, curricula, new programs, regulations
- research
- faculty status
- strategic planning
- budget

Membership

- The 27 member Senate represents 2700+ OHSU faculty members
- Senators are representatives elected by their School or Unit
- 36 months terms, may serve 2nd term

The Senate is the place where all OHSU faculty come together

Senate Members 2018-2019

Affiliated Units

Jonah Sacha
Joseph Needoba
Lucia Carbone
Mitchell Turker
Kristina DeShazo

School of Dentistry

Barry Taylor
Nasser Said-Al-Naief
Rose McPharlin
Lisa Greene

School of Medicine

Derick Du Vivier
Amy Miller Juve
Jonathan Pak
Karen Eden
Marian McDonagh
Jessica Flynn
Amy Garcia
Amy Kobus
Targol Saedi
Emily Jacobsen
Martina Ralle

School of Nursing

Lissi Hansen
Judith Baggs
Nick Miehl
Amy Ross
Rana Najjar
Kristin Lutz

School of Public Health

Byung Park

College of Pharmacy

Danielle Hartung



Executive Committee

President: Derick Du Vivier, MD, MBA

Past President: Kristin Lutz, PhD, RN

Secretary: Barry Taylor, DMD

Senators-at-large: Michael Danilchik, PhD;

Mitchell Turker, PhD; Lucia Carbone, PhD;

Karen Eden, PhD

Ex Officio Member: Provost Elena Andresen, PhD



Senate Committees & Workgroups

- Educational Policy Committee
- Elections and Awards Committee
- Faculty Affairs Committee
- Web Oversight Workgroup
- Interinstitutional Faculty Senate

University Committees & Councils

- Academic Program Review Committee
- OHSU Assessment Council
- Committee on Academic Policy
- Diversity Advisory Council
- Information Security & Privacy Advisory Committee
- Policy Advisory Committee
- President's Council
- Research Oversight Committee
- Employee Benefits Council
- Retirement Plan Advisory Committee

Goals for 2017-2018

- Advocate for faculty
- Increase faculty participation in governance activities
- Continue strengthening relationship with OHSU Board Establish and cultivate relationships with other faculty senates
- Advocate for Faculty
 - Collaborate with leadership to implement Senate recommendations including review of faculty grievance policy/follow-through
 - Continue to prioritize and address issues identified in Provost's Faculty Survey
- Enhance Senate communication with faculty
- Continue to strengthen relationship with OHSU Board
- Create strategic plan and revisit ***Faculty First Initiative***
- Support academic affairs

Advocate for Faculty

- OHSU and its faculty faced many challenges as a result of local and national events
- Faculty Senate functioned as a vocal advocate for faculty interests and as a conduit for communication between the Board, faculty and university leadership
- Worked with administration to produce a Faculty Survey focused on issues important to faculty

Continued Advocacy Efforts

- Senate President, Executive Committee members, Faculty Affairs Committee chair and individual Senators met with various faculty and faculty groups to provide guidance and information regarding governance questions
- Senate not only provided continued input and feedback on university-wide issues but partnered with OHSU leadership to find workable and acceptable solutions

Increase Faculty Participation in Governance Activities

- Actively participated in OHSU budgetary process
- Initiated revision of Senate bylaws
- Initiated review of Senate apportionment
- Held elections for Faculty Senate

Continue to Strengthen Relationship with OHSU Board

- President Du Vivier presented *State of the Faculty Address* to Board of Directors
- Continued Executive Committee bi-annual meetings with Board of Directors (Board resolution 2015-04-03)
- Discussed Budget with CFO Lawrence Furnstahl and Provost Elena Andresen
- Presented Senate Budget Statement to Board of Directors

Faculty Senate Budget Recommendations

- 1) A future review of the Faculty First Initiative in the context of the creation of a new university strategic plan
- 2) Improved coordinated communication between university administration and the Faculty Senate with respect to Accelerate OHSU and initiatives that impact all faculty
- 3) The continued use, refinement and quarterly publication of Performance Indicators
- 4) A systematic review of the results of the Faculty Survey and support of processes to address issues that may come to light
- 5) Continued support of university wide initiatives focused on faculty wellness and reducing burnout
- 6) Continued support of all programs improving diversity and championing inclusion

Additional Activities

- Meetings and Presentations
 - Senate Distinguished Faculty Awards Celebration
 - President Du Vivier represented Senate at President's Council meetings
 - President Du Vivier and immediate past president Lutz represented Faculty on Accelerate OHSU committee
 - President Du Vivier sat on the OHSU President search committee
 - President Du Vivier presented the *Faculty Welcome* at the OHSU convocation ceremony
 - Began creation of a Faculty Senate O2 page to improve communication with faculty across the university

Senate Priorities for AY2019

- Continue to strengthen the institution of the Faculty Senate through use of the newly established budgetary allowance
- Work with Dr. Jacobs to help provide a seamless transition and provide support to the Office of the President
- Increase Faculty Participation in Governance
 - Complete revision of Senate Bylaws and present to the faculty for ratification.
 - Initiate revision of Faculty Senate SOPs
 - Continue and modify faculty involvement in OHSU budgeting process
 - Hold elections for Faculty Affairs Committee and Senate



Senate Priorities for AY2019

- Support Academic Affairs
 - Review new program proposals
 - Continue reviews and program modifications
- Advocate for a review of the Faculty First Initiative
- Improve communication between administration and faculty with regard to Accelerate OHSU initiatives
- Work with university officials to assess the results of the combined Press Ganey/Faculty survey
- Partner with OHSU administrators to create and implement a Title IX survey
- Provide support to OHSU leaders as they address faculty wellness
- Support all OHSU initiatives that improve diversity and support inclusion





FY 2018 OHSU Performance Indicators

These performance indicators reflect organization-wide priorities that leadership will focus on during the coming year. Progress will be reported quarterly.

Incentive programs for executive management and senior leaders in central services and health care will be aligned directly to these indicators.



PEOPLE	Improve transportation access to OHSU. Measure: Develop a Transportation Demand Management plan by 3/15/2018.	Improve employee engagement. Measure: Raise our Press Ganey engagement score from 3.99 to 4.14.	Increase number of employees trained in unconscious bias. Measure: 2,600 individuals trained.	Increase actively managed recruitments. Measure: Increase actively managed recruitments from 75 to 85 percent.
HEALTH CARE	Improve access to OHSU clinics. Measure: Improve clinic access by 17 percentage points over FY17.	Improve observed to expected mortality rate. Measure: Observed to expected mortality rate at .79 or lower.	Improve patient satisfaction. Measure: Patient satisfaction to be in the top quartile of each survey.	Improve appropriate transfer acceptance rate. Measure: Accept 99.9% of appropriate transfers.
RESEARCH	Increase the number of grants submitted. Measure: Increase grants submitted by 6 percent over FY17.	Increase in award dollars. Measure: Increase total award dollars by \$10M.	Increase in number of publications. Measure: Increase the number of publications by 3 percent over FY17.	Improve turnaround time for industry-sponsored clinical trials. Measure: Reduce turnaround time to 90 days.
EDUCATION	Increased success of minority student recruitment and pipeline programs. Measures: Improve recruitment targets in select programs: <ul style="list-style-type: none"> • DMD – 56 • MD – 80 • Nursing (undergrad) – 125 • Nursing (grad) – 35 	Increased number of applicants in select publicly supported programs. Measures: Applications received: <ul style="list-style-type: none"> • DMD – 1,260 • MD – 6,429 • Nursing (undergrad) – 1,813 • Nursing (grad) – 275 	Maintain or increase first-time pass rates for credentialing exams for select publicly supported programs. Measures: Maintain or Improve rates to: <ul style="list-style-type: none"> • DMD – 93% • MD – 96% • Nursing (undergrad) – 95% 	Decrease debt in publicly supported programs. Measure: Overall indebtedness will not increase as measured by the combined indebtedness of DMD, MD and Nursing (undergrad).
FINANCES	Sustain EBITDA margin. Measure: 9.9 percent margin at budget close.	Increase patient care revenue. Measure: Increase revenue by 5 percent over FY17.	Increase revenue for research and education. Measure: Increase revenue by 3.1 percent over FY17.	Maintain or grow cash on hand. Measure: Maintain 200 days of cash on hand in FY18.

PERFORMANCE INDICATORS



Fiscal Year 2018, Quarter 3

PEOPLE

TRANSPORTATION	ENGAGEMENT	UNCONSCIOUS BIAS	RECRUITMENTS
Complete	Survey spring 2018	1,509 trained	86.6%
Plan complete	4.14 rating	2,600 individuals trained	85%

HEALTHCARE

ACCESS	MORTALITY	ADULT PATIENT SATISFACTION	PEDIATRIC PATIENT SATISFACTION	AMBULATORY SATISFACTION	TRANSFERS
7.3%	0.90	80.1	74.3	79	95.53%
15% increase	0.86	79.1	79.5	79.8	96%

RESEARCH

GRANTS SUBMITTED	GRANT \$	PUBLICATIONS	TURNAROUND TIME
1,168	\$274,739,000	2,246	127
1,976	\$420,000,000	2,874	90 days

EDUCATION

STUDENT RECRUITMENT	APPLICANTS	FIRST TIME PASS	DECREASE DEBT
339 ✓	9,794 ✓	Met or exceeded ✓	\$505,452 ✓
296	9,759	Varies by degree	\$551,550

FINANCE

EBITDA	PATIENT REVENUE	RESEARCH AND EDUCATION REVENUE	DAILY CASH ON HAND
9.49%	5.75%	3.49%	213
9.9%	5%	3.1%	200

a On or above target
 a Improved, not at target
 a Below target
 a Below FY17 and target
 a Data to come

FY 2019 OHSU Performance Indicators

These performance indicators reflect organization-wide priorities that leadership will focus on during the coming year. Progress will be reported quarterly. Incentive programs for executive management and senior leaders in central services and health care will be aligned directly to these indicators.



PEOPLE	Promote and improve flexible work environment. Improve transportation access to OHSU.	Improve employee engagement.	Increase number of employees trained in unconscious bias.	Respect at the University. Increase actively managed recruitments.
HEALTH CARE	Improve access to OHSU clinics.	Improve observed to expected mortality rate.	Improve patient satisfaction.	Improve appropriate transfer acceptance rate.
RESEARCH	Increase the number of grants submitted.	Increase in award dollars.	Increase in number of publications.	Improve turnaround time for industry-sponsored clinical trials.
EDUCATION	Increased success of minority student retention, recruitment, and pipeline programs.	Increased number of degrees in select publicly supported programs.	Maintain or increase first-time pass rates for credentialing exams for select publicly supported programs.	Decrease debt in publicly supported programs.
FINANCES	Sustain EBITDA margin.	Increase patient care revenue.	Increase revenue for research and education.	Maintain or grow cash on hand.