

OHSU SCHOOL OF MEDICINE

Dean's Office Accomplishments

A document to chronicle, celebrate, learn from and carry forward our work on behalf of the school

January 2020 - July 2021



OHSU School of Medicine

DEAN'S OFFICE ACCOMPLISHMENTS

Jan. 2020 – July 2021

Overview

This report covers the 18 months between Jan. 2020 and July 2021 because this was the period over which our world changed (and has continued to do so since).

In January and February 2020, key issues consuming the School of Medicine Dean's Office included financial management with the Back to Budget and the Position Management committees, as well as sorting out the impact of sunsetting the practice of retire/rehire for faculty and staff who are on the Public Employee Retirement System (PERS) pension. In the background, a frightening novel coronavirus was spreading across China and Europe.

Then, as COVID-19 thrust OHSU into modified operations March 16, the School of Medicine Dean's Office, like other schools, departments, labs and teams across the university, pivoted with remarkable speed to new ways of administering programs and supporting faculty, learners and staff, while throwing our might and resources into the clinical enterprise to care for patients and our research enterprise to slay this vicious virus. Scribbles on white boards in the offices we vacated about preparing for Match Day and spring quarter and promotion and tenure and faculty retirements and lab space and re-aligning with budget and OHSU 2025 and planning for a spring State of the School became relics of a past order.

But the tasks didn't go away, the path for accomplishing them just changed and, on top of them, were piled far more pressing priorities.

Dean's Office leaders immediately took on major roles:

- **Sharon Anderson**, M.D., dean of the School of Medicine, in her capacity as an executive vice president, joined in key decision making on all operational issues impacting the school.
- **Dan Marks**, M.D., Ph.D., senior associate dean for research, created and initially chaired the Animal Use Committee that developed and implemented a wrenching but necessary plan for honing the lab animal populations across the university because the scientists, and the animal care staff and the personal protective equipment and reagents used for virus testing had to be redeployed to support the clinical mission. This included most of the research mission – save for those working on testing, treatments or a vaccine for COVID-19 – shifting to writing grants or continuing research from home and staff taking on myriad temporary roles across OHSU. Dan helped put out the call to research teams who contributed huge quantities of supplies - masks, gloves and space. In addition to providing the space for the COVID testing lab, Dan, Mary Heinricher and Maggie Jameson handled regulatory and infrastructure work to stand up the lab. Dan also participated in daily/weekly meetings to help form the policies for modified operations for research.

- **George Mejicano**, M.D., senior associate dean for education, who became co-chair of the Academic Planning Task Force, applied his unparalleled command of the education mission to shift (with UME's Tracy Bumsted, Tomo Ito, Ben Schneider, Amy Garcia and then Rebecca Cantone and Graduate Studies' Allison Fryer, Rick Goranflo and then Kelsi Nagel Rowe and Monica Hinds and teams) to virtual instruction and shut down clinical rotations while keeping learners on track to match, defend their dissertations and graduate. George and team created much of the content, including algorithms, FAQs, training materials and guidance for students on the OHSU O2 "Students Onward" webpage on COVID; provided guidance to other Oregon institutions and served as primary author of the statewide guidance (from OHA and the HECC) for health professions students returning safely to clinical sites. This while partnering with Graduate Medical Education (Chris Swide, Maya Severson and Christine Flores) to safeguard residents and fellows, even while negotiating the first contract with the House Officers Union and responding to a lawsuit involving a former resident, and, additionally, being wind in the sails for Nels Carlson, associate dean for continuing professional development, as his team leveraged their investment in virtual learning to inform providers statewide and beyond about COVID-19.
- **Atif Zaman**, M.D., senior associate dean for faculty and clinical affairs, even while ascending to chief clinical officer for the health care mission with heavy responsibilities for COVID-related logistics, planning and decision-making, supported Andrea Cedefeldt, associate dean for faculty development, and Leslie Garcia, who became assistant dean for diversity, equity and inclusion, in shaping OHSU's response and resources for faculty, staff and student education.
- **Anthony Masciotra**, M.B.A., senior associate dean for clinical practice, leading his team to make an extraordinary pivot to telemedicine (Kevin O'Boyle, ambulatory medicine, and team) and launching an Office of Digital Health; standing up the Connected Care Center far ahead of schedule; maintaining and supporting partner sites and faculty there even as regulations, demands and focus massively shifted (with Stephanie Winchester and Heather Pilkington, Office of Community Engagement and Support); and so much more. (See Clinical Mission section)
- **Allen Metzenberg**, M.B.A., senior associate dean for finance, already a leader in the Back to Budget and Position Management committees, became a key voice, a steadying force and the liaison between Central Finance and the Department Administrators and Chairs as the OHSU budget, in the fourth quarter of FY20, was blown up and reconstructed in a matter of weeks, while Dee Miller, finance director, and team kept the Dean's Office budget on track.
- **Nicole Lockart**, M.B.A., senior associate dean for administration, while caring for her ailing mother, reconstructed the faculty affairs nerve center of the Dean's Office in the basement of her home, including reimaging the contents and workflow from her packed-to-the-margins white board back in Mac Hall. She did this while supporting the Department Administrators, who were thrust into the center of continuously shifting policies and mandates, and while reorganizing her admin leadership team (Maura Cooney, Janet Itami, Cathy Villagomez and Shawna Shope) to, in turn, keep their team members going and create, nearly from scratch, a virtual approach to executive and programmatic support.

National reckoning on race

Then, as George Floyd's murder at the hands of Minneapolis police on May 25, 2020, led to a national reckoning around racism and social justice, Dean Sharon Anderson and her leadership team joined the university in supporting student and faculty activists while grappling with their safety; imagining and messaging what becoming an anti-racist institution means; took on such topics as the use of a race factor in clinical algorithms (Dean Anderson's Academic Advisory Council) and creating and supporting opportunities for faculty, staff and students to become more educated about health disparities, white supremacy and privilege and what it means to become an anti-racist.

As modified operations became the new normal, Dean's Office leaders moved into key roles to maintain progress on major university initiatives and governance committees, including:

Leadership/Governance Groups

- University Cabinet (Sharon, George, Atif, Dan, Anthony)
- University Transition Task Force (George)
- Academic Planning Task Force (George, co-chair)
- Visiting Learners Oversight Committee (George, chair)
- OHSU 2025 (George, co-chair/Education Council; Dan, co-chair/Research Council; Mary Heinricher, associate dean for research, chair of Faculty Support Task Force; Dan, George and Atif / Coordinating Council)
- ULOG + Education (George and Sharon)
- ULOG + Healthcare (Sharon)
- OHSU Space Committee (Dan and Maggie Jameson, director, SOM Research Strategy and Operations)

Initiatives

- Faculty Compensation Framework (Atif, co-chair; Dan for research; George for education; Anthony for clinical – with support from Allen, Nicole and Mary H.)
- OHSU 2025 – As above (Dan, co-chair of the Research Council and member of the Coordinating Council for implementing OHSU 2025; in the last six months, major effort to review and renew the OHSU2025 strategic plan; Mary chaired the Faculty Support Task Force; George co-chair of the Education Council and member of the Coordinating Council; Atif member of the Clinical Council and member of the Coordinating Council).
- OHSU COVID-19 Wellness Task Force – Andrea Cedefeldt, M.D., became a leader of this task force that brought together all the wellness resources across campus for the first time.
- Contract negotiations/implementation with Graduate Researchers United and the House Officers Union
- George was integral in launching the new Office of Learner Placement and Housing (OLPH). This effort is crucial to securing enough clinical sites for our learners. George recruited and helped hire both Michelle Schleich (Interim Director of the OLPH) and Bart Moulton (Faculty Lead for OLPH). This work earned the highest priority score from the OHSU 2025 Coordinating Council and was funded as a prioritized objective in both FY21 and FY22.

EDUCATION MISSION

Undergraduate Medical Education

- [Successful LCME site visit](#) in January 2020 with accreditation process resulting in LCME determination of “Continue full accreditation of the medical education program for an indeterminate time.” LCME findings included a total of 17 elements cited - 8 were determined to be satisfactory with a need for monitoring (SM) and 9 elements determined to be unsatisfactory (U).
- **As a result of LCME findings**, UME formed an Action Planning Group focused on addressing the 17 cited elements and implementing action plans for each. The group has sought and received good engagement with students and faculty to guide these efforts. Includes two student satisfaction surveys.
- In January 2021 [launched OASIS \(Outreach, Advising, Support, and Identity formation for Students\)](#) at the program level. OASIS has 16 faculty advisors and 12 medical student advisors who work in collaboration with UME faculty and staff members to support students in the areas of life and wellness, academic, and career advising along with outreach for prospective students. OASIS was created as a result of continuous quality improvement as identified through such means as student feedback and LCME accreditation. *(See Diversity, Equity and Inclusion section for additional detail on the functions of this program)*
- As a result of **the Entrustment Group work**, over 2000 badges have been awarded to our medical students as they work to distinguish themselves with earned badged in the 13 Entrustable Professional Activities (EPAs) prior to graduation. Badges are earned based on performance evaluations spanning their educational progression from Foundations of Medicine, Preceptorship and Clinical Experiences phases in addition to and submission of Workplace Based Assessments (WBAs) from clinical assessors.
- **Successful transition from in-person to online** Foundations of Medicine curriculum delivery and assessments for Med23 and Med24 classes, due to restrictions brought on by COVID.
- Integrated clinical students into telehealth delivery, allowing many students to continue their education in 2020 even though access to clinical rotations was restricted at many sites.
- Worked through **record-breaking number of applications** (7,505 total) for the MD Program.
- **Successful transition from in-person to virtual MMIs** (Multiple Mini Interviews) for all applicant interviews, due to restrictions brought on by COVID.
- **Successful internal institution audit of our admissions process** that resulted in a rating of “Effective,” the highest possible rating. The purpose of the engagement was to “evaluate the

effectiveness of operational and administrative controls associated with the admissions process.” Effective rating means 1) control environment is adequate and effective, 2) no significant issues were noted during review, and 3) high level risks are properly controlled.

- Amid COVID-19 restrictions, the UME program faculty and staff **successfully modified the structure of rotations and courses** within the clinical experiences phase to graduate both M.D. Classes of 2020 and 2021 without any delays, while maintaining the integrity of the curriculum.
- UME **continued the implementation of competency based, time-variable education**, resulting in a majority of the M.D. Classes of 2020 and 2021 graduating early (including 78 percent of the Class of 2021), allowing for early start to residency for some graduates.
- [97 percent match on Match Day](#), besting the 2018-2020 national average of 95 percent.
- **Continued focus on diversity, equity, and inclusion** through efforts spanning from the establishment of the Equity and Justice Subcommittee within the Undergraduate Medical Education Curriculum Committee (UMECC) to outreach efforts within OASIS aimed at increasing support for diversity initiatives at the program, school, and university levels. (See DEI section)

Wy'East Postbaccalaureate Pathway

A marquis offering of the Northwest Native American Center of Excellence (NNACoE), situated in the School of Medicine and supported by the Dean's Office, **the Wy'East pathway will matriculate a third cohort** into the OHSU School of Medicine M.D. program in August 2021 ([Welcoming Med25](#)), for a total of 25 pathway students who have matriculated.

The pathway has expanded to two other schools. The center is directed by Erik Brodt, M.D., associate professor of family medicine. [AAMC News published Wy'East student essay about the pathway.](#)

Graduate Studies

- Supported students, faculty during **shift to virtual learning** and lab restrictions.
- **Further diversified the student body** across programs through focused efforts including the Promising Scholars Award, Application Fee Waivers and dropping the Graduate Record Exam requirement. Credit also goes to the Alliance for Visible Diversity in Science, the OHSU Center for Diversity and Inclusion and other student and faculty efforts at recruitment and retention of diverse students. [Learn more.](#)
- Launched the **new PhD in Biomedical Sciences with an inaugural cohort** of 16 students using a virtual learning platform.
- Implemented the **first Graduate Researchers United contract** with Ph.D. students.

- Began discussions about a **unified OHSU Graduate Program** across all schools.
- **Regrouped the Grad Studies leadership team** after several departures. Joining Allison Fryer, Ph.D., associate dean for graduate studies, is Monica Hinds, Ph.D., assistant dean for student affairs; Kelsi Nagle-Rowe, assistant dean for administration.
- **Launched the Mentorship Academy** in collaboration with the Provost Office. We have brought the CIMER curriculum to OHSU and this year trained 89 faculty that represent every school and research institute across OHSU. With support from the university, the Mentorship Academy now seems to be a secure addition to OHSU faculty and student development opportunities. This is now part a prioritized 2025 objective with FY22 funding.

Graduate Medical Education

- **100 percent match:** Among OHSU's 22 residency programs, all 194 slots filled. 13.9% of incoming residents and fellows are members of an underrepresented in medicine groups -- a 35% increase from the previous class.
- Welcomed the [inaugural class of internal medicine and family medicine residents at Hillsboro Medical Center](#), the culmination of years of planning for strategic expansion to help address physician workforce shortages in underserved areas.
- **Submitted application for new Transitional Year (TY) residency program** at Hillsboro Medical Center. This will be Oregon's only transitional year program.
- **Continuation of commitment to diversity** in recruitment of residents and fellows by hosting two virtual events- a "Diversity Open House" where all applicants could meet with GME leadership and current residents and fellows and subsequently a virtual "second look" open to all interviewed applicants to meet in small groups with current OHSU residents and fellows. Both programs were well attended and 23% of those attending the second look session ultimately matched to OHSU.
- **Coordinated a comprehensive response to the changes brought by COVID** including: collaboration with program directors, Chief Medical Officer, and affiliated sites to develop COVID contingency plans; providing vaccinations to all residents and fellows; participating in the Academic Planning Task Force to oversee educational activities of learners; moving onboarding of 303 new residents and fellows to an online format.
- **Moved critical educational experiences to a virtual platform** and oversaw, assisted with virtual recruitment, including partnering with OHSU Marketing on the "[A Sense of OHSU](#)" [campaign](#).

- **Supported the increase of telehealth visits** by residents and fellows enabling participation of all residents and fellows in this encounter type.
- Maintained **ongoing, high-quality faculty development** through the robust GME Community of Practice (virtually for 2021) with presentations on a broad range of topics including Health System Science Curriculum, Trauma Informed Care, and Evaluation and Assessment in GME.
- Recognized **two OHSU recipients of national ACGME awards** - Heather Buxton, MEd, MD, the David C. Leach award for designing, implementing, and expanding a trauma-informed care curriculum. Jodi Leonard, the Debra L. Dooley GME Program Coordinator Excellence Award recognizing her years of excellence and her institutional and national leadership.
- Hired a [new Medical Director for Performance Improvement](#), Haley Manella, M.D. and a [new Director of Accreditation](#), Christine Flores.
- **Oversaw the development and approval of three new programs** bringing our total to 87 ACGME-accredited programs. All ACGME residency and fellowship programs are fully accredited with 76 programs in continued accreditation and 11 in initial accreditation.
- Prepared for and managed **ACGME site visits** to the Anesthesiology and Perioperative Medicine Residency Program and OHSU as an Institutional Sponsor related to a complaint.
- **The Resident and Faculty Wellness Program (RFPW) went virtual**, increased capacity and provided more than 2,800 sessions to 527 residents and faculty in 2020, a 4% increase of resident utilization and a 23% faculty utilization increase. Number of sessions for residents increased by 14% and for faculty by 74%. In addition, the RFPW provided consultation to program leaders and chief residents around managing wellness concerns in their programs.
- Implemented the **new House Officers United contract** in collaboration with HR and the HOU.
- Statewide GME is developing a **new rural training track** through Department of Family Medicine, the Indian Health Service and St. Charles Health System that will open up many opportunities for training and growth in central Oregon and is slated to begin in 2024.
- GME and the School of Medicine continue their work on [COMPADRE – the \\$1.8 million grant](#) to reduce health disparities through workforce reform. George is the PI and numerous members of the education team play key roles in the grant.

Continuing Professional Development

- The SoM Division of Continuing Professional Development was [re-accredited with commendation](#) in July 2021 by the Accreditation Council for Continuing Medical Education (ACCME) and given a six-year term, the best outcome possible.
- In 2020, **produced and certified more than 300 activities**, spanning 3,500 hours of instruction and more than 65,000 learners during a swift shift to virtual. The number of activities certified by CPD has grown 340 percent in 10 years; the division is the largest provider of continuing medical education (CME) and maintenance of certification (MOC IV) credits in Oregon.
- During the pandemic, the division [launched weekly sessions](#) bringing OHSU's leading experts on all aspects of COVID-19 to as many as 5,465 physicians, advanced practice providers and other health professionals from as far away as West Virginia, Florida and Puerto Rico.
- When the vaccines rolled out, the division [put together a vaccination training module](#), along with OHSU Occupational Health, to help rapidly expand the number of vaccine administrators. To date, 10,000 learners have completed the training; California and many other states have adopted it as their official vaccination training course. The division also helped widen the pool of people able to give vaccines by providing training to dentists in vaccine administration.
- The virtual format, which the division began investing in before COVID, also expanded access to its already popular Primary Care Review and Musculoskeletal Medicine and **launched its first Outdoor Medicine conference**, drawing 150 attendees. The division also **took on such critical topics as mental health care by primary care providers**, provider wellness and substance use disorder, as well as professional development in research and scholarship, motivational interviewing and more.
- The division collaborated with other organizations to **address population health**, including:
 - SW Oregon Area Health Education Center
 - Mental health care by primary care providers
 - Oregon Health Authority Transformation Center
 - Vaccinations by dentists
 - Pharmacist involvement in HbA1c control
 - Motivational interviewing
 - Interprofessional Primary Care Institute
 - Depression
 - Suicide prevention
 - Behavioral health
 - Wheelhouse
 - Substance abuse disorder

- CME research and scholarship (poster and podium presentations, grant support)
 - SACME (Society of Academic Continuing Medical Education), 2020, 2021
 - AAMC WGEA (Western Group on Educational Affairs), 2021
 - Stanford CME Live, 2020, 2021
 - SAMHSA Grant (Substance Abuse and Mental Health Services Administration)
 - 2019-2021 Data Waiver Training Across the Education Continuum

- The **division's leadership team is represented across the major national professional organizations in their field**, including Dr. Carlson serving on the American Board of Medical Specialties Stakeholder Council and the ACCME Accreditation Review Committee (abstaining from OHSU's review), Leslie Doering, the team's veteran educational activities manager, on the Society of Academic Continuing Medical Education (SACME) Executive Board and Communications Chair, and Doering and Christine Flores on the SACME Membership Committee. Flores completed five years as director of CPD in 2020 and [was named director](#) of Graduate Medical Education Accreditation.

RESEARCH MISSION

- **Physician Scientist Program:** Recruited four new faculty members over the past year who have launched independent research programs and brought millions of dollars in new funding to OHSU. Physician scientists are a nationally recognized priority.
- **Partnerships:** Directed by Laura Erker, the SOM Strategic Alliances team brought on [Beth Habecker](#), Ph.D., professor of chemical physiology and biochemistry, as the new co-director of the OHSU partnership with the Pacific Northwest National Laboratory (PNNL), called the Precision Medicine Innovation Co-Laboratory, and brought on a senior scientist taking the partnership to a new level. Continued our investment in entrepreneurship by maintaining a program for business development in the school.
- **Paper of the Month:** Continued this popular program of selecting important papers published by a School of Medicine faculty member for recognition each month that don't make it onto OHSU News. This [InsideSOM feature](#) became even more important to support morale during the pandemic.
- **Basic Science Chair compensation:** Adjusted Basic Science Chairs from 0.2 FTE to 0.3 FTE, recognizing their hard work and effectiveness.
- **Pilot grant program:** Sustained amid intense financial constraints, providing \$250-\$300K annually.
- **Leadership transitions/recognitions:** Supported important new hires and transitions in the research mission. [Tamara Phillips-Richards](#), Ph.D., professor of behavioral neuroscience, succeeded Bitu Moghaddam, Ph.D., professor of behavioral neuroscience, as interim department chair. [Owen McCarty](#), Ph.D., professor and chair of biomedical engineering, received the inaugural Douglas Strain Professorship.
- **Donor relations:** Provided effective communication with the OHSU Foundation on behalf of the SOM research mission.

CLINICAL MISSION

Primary Care COVID-19 Response

In partnership with Ambulatory Leaders, led response to COVID including:

- **[COVID Connected Care Center](#)**: a now well-established and trusted call center helping patients statewide with all questions related to COVID. Operations led by Dr. Anthony Cheng (DFM) and Julie Johnson. Became a key resource to help patients schedule COVID vaccines, specifically those who struggled to navigate the OHA online vaccine scheduling system (due to language, digital health literacy or technology limitations).
- **COVID Testing**: Continue to support testing via delegation protocol with support by Primary Care and Specialty Clinicians to cosign orders asynchronously. Developed on-demand/asymptomatic testing. Transitioned from drive-through testing sites to testing within clinical infrastructure. Primary Care Leadership on testing included representation on the COVID Clinical Lab Committee (Drs. Johanna Warren (CWH) and Ryan Norton (DFM)), then transition of co-chairing from Norton to Warren in January 2021 through present time (reports into COVID Task Force, sits on Executive Testing & Vaccination Committee).
- **Health Equity & COVID** – Facilitated development of Vaccine Equity Committee, now chaired by Dr. Donn Spight with multiple primary care leaders serving on the committee including Jeanine Smith, Dr. Eric Herman, and Rob Trachtenberg.
- **Respiratory Clinics**: Operated standalone Respiratory Clinics at Beaverton and Richmond. Now transitioning respiratory care back into Primary and Immediate Care to improve access to services and adjust to “living with COVID”. Led by Drs. Craig McDougall and Shelby Lee Freed DNP, FNP, and Suzanne Sullivan.
- **COVID Vaccines**: Began administering COVID vaccines directly in our Primary Care clinics, which are among the first providers in the state to fully integrate COVID vaccines into regular care. Led by Dr. Roger Garvin, Paige Perry, Michelle O’Connell and David Froelich.
- **Long COVID**: [Launched a Long COVID clinic](#), a multispecialty partnership serving patients suffering from Long COVID. Led by Dr. Eric Herman and Mary Liefeld. Dr. Aluko Hope recently joined as the new medical director. (Dr. Herman is co-chair of a national committee on Long COVID involving 27 other sites).
 - 127 patients visits completed (120 unique patients)
 - 64 patients scheduled
 - 202 patient referrals waiting

Ambulatory Care

- **Testing:** Led efforts during pandemic that resulted in 100K COVID tests and \$900k in the administration of COVID vaccines at eight newly established locations.
- **Ambulatory visit increase:** Achieved 14% increase in ambulatory visits between fiscal year 2020 and fiscal year 2021, which included more than 30% of visits performed digitally
- **Achieved Net Promotor Score** of 81.3 during fiscal year 2021
- Presented two times at **Patient Access Collaborative** showcasing access strategies from OHSU

Value-Based Care

- **Expanded from 13 to 23 episodes** within the four Clinical Episode Service Line Groups, adding several cardiac procedures and hospital medicine episodes.
- **Initiated an RPM pilot** with the HealthLoop platform
- **Epic Build**
 - Updated the care manager workflow within EPIC to include care coordination redesign checklist
 - Reporting of clinical workgroup process measures/action items
- **Actionable analytics platform** within Tableau to include claims and clinical data, a first at OHSU
- Ongoing quarterly meetings with **post-acute care preferred partners** and added new clinical episodes to our service agreements
- **Hiring:** Backfilled project manager position; recruited two medical directors
- Secured 0.3 FTE **quality performance improvement consultant** to support EOC work
- Emergency Operations Center work contributed to **successful DNV certification for the heart and vascular service line**

Office of Primary Care & Population Health

Primary Care:

- Developed infrastructure to **support the Primary Care Leadership Council (PCLC)** including dyad clinician and administrator leadership from PC departments and divisions (Dr. Johanna Warren (CWH) and Clea Cadham (GIM) for the previous year), established a 2-year leadership term and rotation schedule, defined roles and responsibilities for leads, added support from the Office of Primary Care and Population Health (Michelle O'Connell and Jessica Hoyt). PCLC is a cornerstone for advancing integration across primary care. This additional infrastructure will help improve engagement, decision-making and accountability across primary care.
- **Developed clinical operational strategies** for access and population health across all of Primary Care, endorsed by the Primary Care Leadership Council. Shared strategies serve as a strategic plan to guide work across the Primary Care system over the next 12-18 months.
 - Access Strategies:
 - Make it easier for practices to get the data they need to manage provider panels
 - Address gaps in data (access for virtual visits, panel management for residents and PCPs working as specialists)
 - Align efforts and develop more consistency across practices and system
 - Find appropriate balance of in person and virtual visits
 - Create a system that leads to more equitable access for new patients
- **Robust engagement of leaders** from Hillsboro Medical Center, Adventist Health and School of Nursing across all committees and workgroups.
- PCLC administrator and clinician leads are currently working on efforts to **align variable components of the compensation framework** across Primary Care departments and divisions.
- Initial work underway to **reimagine and redefine how we account for value-based care** in Primary Care budgeting (rolling forecast process).
- **Optimizing virtual visits** to improve patient and provider experience, address equity/disparity issues and level load in person and virtual visits to improve access.
- Supported opening of **new Immediate Care Clinics** in Beaverton and Scappoose.
- **Partnering with Payor Strategy** to forecast capacity to support contracts with payors and advance strategic priorities.
- **Partnering with IDS** to address access issues for at-risk populations.
- **Partnering with researchers** Deb Cohen and Bonnie Lind to conduct a baseline assessment of Primary Care staffing. This qualitative and quantitative analysis of staffing models across OHSU Primary Care will serve as a foundation for developing a baseline staffing model for our clinic.

Population Health

- **Advancement of Population Health Infrastructure** and governance via the creation of The Quadruple Aim Committee, co-chaired by health services CMO Dr. Katrina McPherson and Chief of Primary Care & Population Health, Dr. Eric Herman
- **Onboarding of Manager, of Primary Care, Care Management** and advocacy and approval of care management module within epic to streamline care coordination and documentation of patient goals across ambulatory
- **Implementation of FIT first colorectal cancer screening guideline** across Primary Care – over 5,000 FIT kits sent to out to patients due for screening to date
- Five practices across HMC and OHSU **successfully applied and accepted** into the new 5-year CMS led initiative, Primary Care First -aimed at transforming care through alternative payment
- Through successful coding and documentation improvement efforts in Primary Care, **increase in the risk adjustment factor** in our Medicare population from 1.07 in 2019 to 1.22 in 2022 – demonstrating the acuity level of our population and maximizing revenue in value-based programs/contracts
- Development and implementation of **new workflow** across HMC and OHSU Primary Care aimed at improving the screening rates and documentation of follow plans around depression – ensuring better patient care and improvement in quality metric performance
- **Achievement of tier 4 Patient Centered Primary Care Medical Home designation** for all OHSU practices
- **Increased partnership with HMC and Adventist** colleagues on outreach efforts to engage our Medicaid population, improving rates of advanced care planning with patients as well as strategies to treat patients with substance use disorders
- Governance and the formation of a health system wide **Social Determinants of Health Steering Committee** aimed at ensuring the thoughtful implementation of social determinants of health screening; allowing us to better understand our patients needs and help to reduce healthcare disparities
 - Pilot implementation across HMC and OHSU of Unite Us – a platform aimed at connecting patients with needs such as housing or transportation with the appropriate community-based organization to serve them

Office of Digital Health

Launched the Office of Digital Health

- Secured funding for additional FTE including operations, medical directorship, Epic support staff, etc. Nearly all approved positions have been hired as of June 2021.
- Created Digital Health Steering Committee comprised of 28 leaders from across OHSU Health. DHSC helps prioritize digital health related projects and provides guidance on tactic development.
- Launched a diversity, equity and inclusion workgroup within ODH that meets regularly to support the OHSU goal of “building a diverse, equitable environment where all can thrive and excel.”
- Completed over 450,000 digital health ambulatory care visits in FY 21 across several modalities.
- Conducted over 32 “Listening Tour” sessions with nearly all academic departments with goal of updating faculty on matters related to digital health and soliciting feedback.

Continued Covid Response

- Created an inpatient “Code 99” telemedicine response unit to preserve PPE
- Created an inpatient process for telephone and video enabled consults
- Developed mechanism for formalizing the interprofessional telephone consult, replacing the traditional “curbside consult”.
- Developed recommendations for out-of-state licensure issue to be implemented post-pandemic.
- Worked with clinical informatics, DEI department, and others to identify opportunities to address inequities/disparities within digital health.

Virtual Visits

- In FY21, **completed over 262,000 virtual (video) visits** across all specialties and primary care, including Hillsboro Medical Center.
- Worked with OHSU schools to **enable learners to participate in virtual visits**.
- Enabled **language interpreters** to join virtual visits
- **Surveyed OHSU and HMC faculty and providers** on pre-Zoom and post-Zoom virtual visits experience. Results are generally positive.
- **Surveyed OHSU patients** about their experiences to inform ongoing development of visits.
- **Conducted quarterly analysis of NRC survey results**, to inform the ongoing enhancements and optimizations of virtual visits. Through March 2021, NPS exceeded 80.
- **Implemented virtual visits for non-LIP's**, including speech/OT/PT, nutritionists, genetic counselors, etc.
- **Implemented enhanced PreCheck-in process** allowing patients to update their health information prior to their visit and reduce the burden on clinic staff.

Phone Visits

- **Implemented ambulatory care Phone Visits** at OHSU and HMC. Completed 177,000 in FY 21.
- **Implemented inpatient interprofessional phone-based consults** (see above).

eVisits

- In FY21, **9,787 patients accessed coronavirus symptom checker** in MyChart
- **Launched SmartExam** (named Urgent Care eVisits) on October 5th resulting in over 8,000 registrations and 566 patients treated and 1,041 directed to more appropriate care.
- **Launched marketing campaign** and access code to OHSU IDS Health Services members to receive free treatment through SmartExam.
- **Adult dermatology** averages 157 eVisits per month for Skin Cancer evaluation, and expanded questionnaires to include patients that receive a SKLIP device from Dermatology.
- Kicked-off **E-Visit redesign** effort to further optimize program that allows for similar functionality to Virtual Visits and future functionality to improve patient MyChart options.

eConsults

- **Launched of Phase 5 new specialties** March 9, 2021 (wound care, rheumatology, nephrology, otolaryngology, urology, urogynecology)
- **Started eConsult Phase 6 guideline development** and prioritization process (adult psychiatry, CWH psychiatry, pathology, neurosurgery, addiction medicine, peds endocrinology, Long COVID)
- Averaging **415 eConsults placed per month** with ~3% referred in person rate.
- Working with CareOregon Primary Care to **explore external eConsult opportunity** using low-tech external pilot through RubiconMD platform. Completed 226 eConsults to-date between Orthopedics and Neurology.
- **Launched Azova external eConsult pilot** with Dermatology in January 2021 to learn about conducting and billing for external eConsults. Offered service as a pilot with two non-OHSU clinics and are working on additional pilot sites.
- **Started billing specialty eConsult code 99451** for responding provider September 2021 and requesting provider billing workflow was launched March 9, 2021.
- **Working to further optimize eConsult orders**, launch specialty-specialty eConsult, co-management conferences, enhanced referrals, and select wide-spread external eConsult platforms in FY 2022.

Acute Care/Tele-ICU/Virtual ICU

- **Launched Tele-ICU consultative service** at five Oregon hospitals including Bay Area Hospital (Coos Bay), Columbia Memorial Hospital (Astoria), McKenzie-Willamette Hospital (Springfield), Santiam (Stayton) and Portland Adventist.
- **Added PeaceHealth St. John** (Longview) and Adventist Tillamook to the OHSU TeleStroke program.
- **Executed long-term Virtual ICU software and services agreement** between OHSU and GE Healthcare. Completed construction of state-of-the art clinical workspace, the VICU Patient Support Center, in CHH2 room 1248. Multi-disciplinary stakeholders contributed to workgroups that addressed technical systems, staffing, education/training, strategic outreach, revenue cycle etc. VICU go live July 2021 for OHSU and Hillsboro Medical Center ICU coverage. Began planning for VICU expansion and the conversion from Tele-ICU to VICU services at Portland Adventist and beyond in FY22.

Remote Patient Monitoring (RPM)

- Consulting with Care Management on the **implementation of Get Well Loop**, a new RPM tool that assists OHSU BPCI enrolled patients transition from hospital to home. Go live was May 2021. Continuing work on recruitment, standardization, and scaling the program.
- Maintained existing pediatric RPM services. These include pediatric single ventricle patients, and the “Growing at Home” patients (a program allowing neonatal babies an early discharge under supervision of the RPM program).

Digital Health User Experience

- **Launched [the Care Hub](#)**, a collection of patient-facing webpages that support patients with accessing same-day and/or low-acuity care, highlighting the numerous virtual care offerings now available at OHSU. The launch of the Hub was informed by interviews and usability testing with 18 patients and 4 staff, plus input from stakeholders across OHSU Health.
- In partnership with ITG, **launched the Digital Patient Experience Task Force**, which enables patient experience stakeholders from across the organization to collaborate on strategy development and brings oversight, transparency and coordination to digital care experiences.

Office of Community Engagement & Support (OCES)

Adventist Health Portland (AHP)

- **Epic is approved for installation**, completion estimated at Fall of 2022
- **Clinical program development areas determined** for 2021-2022:
 - Successfully and jointly recruited two candidates for General Surgery, starting fall 2021
 - OHSU Bariatric Surgery Team has met the threshold for number of cases and now will begin certification for the AHP site
 - Urology Stone Center of Excellence and Uro Oncology starting with clinical/surgical practice at AHP
 - Orthopedics continues strong volumes for Total Joint, Sports, and Foot/Ankle. OHSU provided Ortho admin support to AHP in lieu of leaving practice manager.
 - Emergency Medicine continues to provide robust services
 - Critical Care (Tele and Virtual ICU) services are launching
 - MFM is looking to expand services in fall 2021 to support new OB/GYN practice at AHP

Columbia Memorial Hospital (CMH)

- Successful employment of providers on July 1, 2021, onboarding activities and warm welcome reception planned for July-September
- Junior Associate of Surgery candidates rotating to CMH this fall/spring (formerly Master of Surgery)
- Department of Cardiology successfully recruited a PA to support the practice
- Working to support OB/GYN services with MFM consults starting fall of 2021. Larger ITG project for order/results under review and scoping for telemedicine support.
- Virtual ICU project development underway
- Developed contracting standards and budgeting forecast to simplify invoicing for HFS and CMH
- Developed “manual” for provider management between OCES/CMH to clarify processes, communication, and help inform policy differences between the site/OHSU.

Hillsboro Medical Center (HMC)

- Recruitment planning formalized with new dashboard
- Process for identifying rosters for all 54 arrangements for clinical services between OHSU/HMC
- Automation for adding clinicians, identifying FTE will launch in August 2021
- Continued process improvement to streamline credentialing, contracting, and OCA workflow for OHSU clinicians working at HMC
- Orenco Primary Care transitioned June 1, 2021 to be operated by HMC and billing patients with HMC TIN
- Radiation medicine transitioned from OHSU billing professional services to HMC July 1, 2021

Mid-Columbia Medical Center (MCMC)

- Continued discussions with MCMC on future of clinical collaboration agreement which is in place until 2024
- Regular meetings with OHSU employed clinicians embedded at MCMC to ensure communication and support

Recruitment and Staffing

Recruitment

- Chief Medical Officer at Columbia Memorial Hospital
- Radiologists and Medical Director at Columbia Memorial Hospital
- Nurse Manager at Columbia Memorial Hospital

Staffing

- Operations Manager: Monica Godbee
- Physician Partner Contact Manager, MDD: Kelli Riggsbee
- Clinical FA3: Ande Meier
- HR Manager: Gaby Rosenada Valdes
- HR Associate: Rocio Pozo

OCES HR Team Accomplishments

- OCES Department HR infrastructure (Dept. Handbook, DiSC, Teambuilding)
- Remote Onboarding Guide and robust onboarding best practices
- Diversity Action Plan (DAP), DEI recruitment best practices and search advocate training
- OCES department landing page on O2 – roll out 2021
- Standardization of HR employment requirements for OHSU new hires embedded at affiliate partners
- Occ Health Sharing Agreement, Performance Evaluation – OHSU Clinical Associates, OHSU HR Policy Guidelines

Leadership and APP Engagement

- APP Lead Council continues to grow, now with 46 Leads representing >420 APPs across OHSU Health with robust monthly meeting attendance.

Compensation

- Designed uniform FY22 compensation framework for APP faculty and clinical associates with focus on equity, transparency, market alignment and that unifies 28 unique APP compensation models.

Billing/Revenue

- Corrected PA/NP CMS taxonomy to distinguish surgical APPs from others and allow for new patient billing when seen by multiple APPs.

Education

- KCVI creating first OHSU PA/NP Fellowship in over a decade, now recruiting for first cohort.

APP Faculty Retention

- Director of Advanced Practice conducting exit interviews with all departing APPs; sharing constructive feedback with home department/institutes.
- New SOM P&T Subcommittee to assess non-doctoral APP faculty's readiness for professorial appointment and assist Chairs, departmental P&T committees in understanding requirements.
- Creating APP mentorship program to match junior faculty with more seasoned APPs for career, advancement, institutional and educational support.

Credentialing

- Created and filled first PA seat on the OHSU Credentials Committee to facilitate privileging and credentialing of advanced practice providers.

APP Awards and Recognition

- 64 OHSU APPs awarded "Top Medical Providers," *Portland Monthly* 2021
- Certified Nurse Midwifery (CNM) Program named #2 in the nation, 2021 (*US News & World Report*)
- 2021 OHSU APRN of the Year: Shelby Lee Freed, DNP, FNP (Department of Family Medicine)

UMG/OPP Billing

Enterprise Revenue Cycle (ERC), OHSU's integrated revenue cycle team which includes OPP professional billing unit, continued to demonstrate strong performance resulting in record cash collections and ended FY21 ahead of budget by totaling \$57M in additional revenue. UMG also achieved Vizient-AAMC Clinical Practice Solutions Center (CPSC) top 5th performance for academic billing offer performance. On June 21st, 183 UMG employees officially became OHSU employees.

OHSU & Hillsboro Medical Center (HMC) ERC

- Epic Upgrade- August 2020
- HMC Patient Liability Estimates go live- August 2020
- E-consult for Specialists- October 2020
- CEI Peds Elks clinic go live- December 2020
- 2021 E&M code changes and education- December 2020
- Met CMS Pricing Transparency requirements- January 2021
- MyChart Message and billing- March 2021
- HMC Cash Management implementation- June 2021
- Orenco Station conversion from OHSU to Tuality facing- June 2021
- Ongoing support for OHSU and OCC COVID-19 testing and vaccines
- FY22: Perform E&M Audit for coding accuracy
- FY22: AHPL kick off, planning and build preparation
- FY22: OHSU Connected Care Center

DEAN'S OFFICE ADMINISTRATION

Faculty and Culture Advancement and Support

Faculty Development

Dean Sharon Anderson and Atif Zaman, senior associate dean, established the Office of Faculty Development and [promoted Assistant Dean Andrea Cedfeldt to Associate Dean](#). The [faculty development team](#) expanded to include a program design specialist. Initiatives included:

- [Mid-Career Clinical Leadership Development Program](#)
Successful pilot completed in December 2020. Second year of the program launched in January 2021. According to evaluations, the program successfully addressed the many areas of leadership development covered, making the program a productive use of time that included practical advice and knowledge. Positive changes in thinking and practice included, among others:
 - Improved self-awareness (of what one likes and dislikes, knows and does not know, and where growth is needed)
 - Recognition of the importance of stories
 - Increased emphasis on goal mapping and strategic planning
 - Inclusion of more voices in decision making
- [P&T Mentorship Program](#)

This inaugural mentorship program was launched in the spring of 2021. The aim is to assign a P&T mentor to faculty at the Assistant Professor level who will provide the mentee with advice and assistance through the latter stages of the promotion and tenure process. Volunteer mentors are those faculty who have recently been promoted to the rank of Associate Professor. Approximately 30 mentor/mentee pairs have been identified.

- [Faculty Development Fridays](#)
This innovative program launched in May 2020 to provide faculty development sessions during modified operations. The School of Medicine collaborated with the Office of Educational Improvement and Innovation (Provost's Office) to this [every-other Friday series](#), including live-streamed presentations, virtual workshops, and facilitated discussions. Sessions are open to the entire OHSU community. Topic areas included diversity, equity and inclusion; education and research skills. See attendance below:

Total Attendees	856
Unique Attendees	523
Attendees Per Session	37.2

Number of Equity Focused Sessions	9
Number of Skill/Comp Focused Sessions	15
Attendees Per Session (Equity Focus)	59.3
Attendees Per Session (Skill/Comp Focus)	25.5

- [Close Collaboration on Diversity, Equity and Inclusion](#)

The Office of Faculty Development coordinated and collaborated closely with Assistant Dean for Diversity, Equity and Inclusion Leslie Garcia. Devon Ritter, Program Design Specialist, joined the SoM Diversity Affairs Committee. The Associate Dean for Faculty Development and the Assistant Dean for DEI collaborated on active bystander training, presenting workshops for numerous SoM department faculty and staff, as well as a research town hall attended by over 200 OHSU members. We are also collaborating on the Stepping In curriculum for bystander intervention; the Associate Dean for Faculty Development is serving as the local principal investigator for this collaborative being run from the University of Virginia.

Diversity, Equity and Inclusion

Dean Sharon Anderson named [Leslie Garcia, M.P.A., assistant chief diversity officer, as assistant dean for diversity, equity and inclusion in the School of Medicine](#), recognizing her outstanding work since joining the Dean's Office in 2019 and solidifying her leadership role in the school. Accomplishments include:

Undergraduate Medical Education (M.D. Program)

- **OASIS Program:** The UME team launched the Outreach, Advising, Support, and Identity formation for Students (OASIS) program in January 2021 to better provide for student advising needs prior to and during medical school. Includes outreach focusing on recruiting and supporting applicants and undergraduates from diverse backgrounds and those under-represented in medicine (URiM). The OASIS program will continue to build upon the School of Medicine's diversity initiatives through new pathway programs and partnerships. The entering M.D. class of 2020 represented the most racially diverse student body (33 %). Based on demographic profile and student needs, the OASIS Program reconfigured its comprehensive system of support for medical students' advising needs, personal and professional identity formation throughout all years of medical school. Faculty Advisors were added to provide academic, career, and life and wellness advising for medical students, create and deliver general support programming, and support the overall success of all medical students.
- **The Pay it Forward Program (PIF):** A new addition to the OASIS Program, the PIF is a medical student-run mentorship program pairing diverse and under-represented-in-medicine (URM) students with undergraduate mentees to increase diverse representation, build capacity for cultural competence and reduce health disparities. This is a new partnership with the UME and Assistant Dean for Diversity, Equity, and Inclusion. [Learn more about SoM DEI mentorships.](#)
- **Diversity Navigators:** Two faculty members offer additional support and mentorship to medical students who self-identify as belonging to diverse or underrepresented groups.
- **Diversity Quarterly Meetings:** The SOM Dean, Associate & Assistant Deans from the M.D. and Graduate Studies Program attend this quarterly meeting with student leaders from the [SOM Diversity Student Interest Groups](#) to discuss the DEI needs of students in the M.D., Graduate Studies, PA and other programs.

- **Equity and Justice Subcommittee of the UME Curriculum Committee:** This collaborative partnership with medical students, staff members, faculty, and program leaders launched last fall and is co-chaired by a faculty member and a student, with support from the Assistant Dean for Diversity, Equity, & Inclusion. The subcommittee conducted a comprehensive review of the literature earlier this year and reviewed the *YourMD* curriculum for gaps and opportunities. This work will culminate in support for faculty instructors and students with specific recommendations for topics related to social justice, anti-racism, diversity, equity, and inclusion across all years of the curriculum.
- **Excellence and Equity Medical Education Fund:** Administrative and student leaders created an endowed scholarship to benefit diverse medical students. The goal is to raise \$1.5 million by 2025 to support scholarships for URM students and other priority populations as defined by SOM Diversity Policy (see below). This is in addition to the SOM diversity funding that helps advance student recruitment efforts in the M.D. and Graduate Studies programs.
- **OHSU UME Mission-Appropriate Diversity Policy:** The new policy, adopted Feb. 4, 2021 as part of our LCME accreditation work, codifies the OHSU School of Medicine diversity categories in place since 2014 and reaffirmed by Faculty Council in 2019. The categories reflect the core values of students, staff and faculty and align with OHSU's mission. The School of Medicine continues working to increase the representation of specific groups within the student body, the faculty ranks and the senior administrative staff. Delineating specific diversity categories helps focus tactics and resources toward the recruitment and retention of groups that are under-represented in medicine and the biomedical sciences. View the policy. ([LINK](#))

Graduate Medical Education

- **GME to Faculty Pathway Program** - Launching the GME-to-Faculty pathway program in summer 2021 to help identify and recruit diverse senior residents and fellows for faculty positions. OHSU has increased support for newly hired diverse faculty members (from \$50,000 to \$75,000 per faculty member through the President's Diversity Fund) to help the SOM "grow our own" faculty. First cohort of diverse senior residents and fellows has been identified.
- **The House Officers Association Diversity Committee (HOADC)** and the Graduate Medical Education (GME) Office hosted SOM Diversity Mentorship with underrepresented medical students, residents, fellows and faculty, shifting to a virtual format and hosted numerous virtual events. Two resident co-chairs lead the HOADC from Orthopedics and Dermatology.
- **Faculty Mentorship:** The SOM launched the first phase of a pilot mentorship program on promotion and tenure to provide a mentor to assistant professors to advise through promotion and tenure. The aim is to support the advancement of all faculty with a focus on diverse and underrepresented assistant professors to increase retention and advancement.
- **Faculty Development Fridays: SEE ABOVE**

Dean's Office

- **Diversity Benchmarking** - The Director of Affirmative Action Equal Opportunity (AAEO), Dean, and Senior Associate Dean for Education raised awareness about the importance of faculty reporting their racial and ethnic identity to help track and advance recruitment and retention progress and also streamlined the process.
- **Dean's Task Force on Faculty Diversity:** The task force is launching in July 2021 to improve recruitment, hiring, retention, and development of diverse faculty members. Dean and Assistant Dean for DEI will co-chair the task force. SOM Faculty, leadership and staff will participate.
- **The Search Advocate Program:** The Assistant Dean launched the first cohort in winter 2020, training 28 individuals with the support of an Oregon State University leader. A Search Advocate is an external search committee member who promotes equity, validity, and diversity and seeks to mitigate bias. Preparation includes 18 hours of training in all relevant areas. The OHSU Center for Diversity & Inclusion, OHSU Library and the Assistant Dean for DEI trained the second cohort in spring 2021. CDI will launch the Search Advocate Program university wide.
- **Diversity Action Plans:** The **SoM Diversity Affairs Committee**, led by Chair Mo Daya and the Assistant Dean, reviewed and scored a total of 33 Diversity Action Plans from departments, centers, institutes and programs. As part of annual chair reviews, for the first time, the Dean reviewed each chair's diversity action plan and Committee score. The Assistant Dean curated and [provided resources to chairs to continue advancing their work.](#)
- **Diversity Affairs Committee:** The Diversity Affairs Committee oversees the continuous evaluation and implementation of the school's Diversity Action Plans. The OHSU 2025 Strategic Plan, the AAMC, AMA, LCME, ACGME, and other accreditation and compliance standards guide these efforts. The Diversity Affairs Committee reviews, evaluates and provides best practices to departments, centers, and institutes in recruitment, retention, a climate of inclusion, and partnerships. The committee will roll out the updated SOM DEI & Anti-Racism Plan in fall 2021.
- **SOM DEI & Anti-Racism Inventory:** The Assistant Dean also monitors DEI and anti-racism efforts across the school, updating and cataloguing the work to identify gaps, duplication and opportunities and provide support. Examples of new initiatives:
 - Family Medicine's **Healing, Connecting, and Fostering Lifelong Learning about Equity and Structural Oppression Series (HESJ)** is a brave space for education and sharing for faculty, residents, staff, and students. It is funded and supported by the Dean's Office.
 - **Bob and Charlee Moore Institute for Nutrition & Wellness** launched a new conference June 17, 2021, "[Diverse Nutrition & Diverse Cultures](#)," hosted by community partners.
- **Active Bystander Training & Stepping In:** In late 2020, launched "Active Bystander" training to empower team members to identify and interrupt bias, harassment, and other forms of discrimination, to promote culture change and inform how to report incidents to AAEO and HR. In July-August 2021, in collaboration with the Center for Diversity & Inclusion (CDI), the SOM will launch a new curriculum, "Stepping In." Similar to the Active Bystander Training, Stepping In uses videos instead of written scenarios with school-solicited facilitators. The Center for Diversity and Inclusion has just hired development trainers to begin this new partnership.

Faculty Affairs, Administration & Operations

- **Created a process and Sub-Committee for Instructor Advancement** to provide a path for instructors, who wouldn't currently be eligible under OHSU policy, to be appointed to the professorial series, particularly needed to recognize the contributions across missions of advanced practice providers and others
- **Created a Vice-Chair faculty leadership opportunity** for SoM Promotion and Tenure Committee.
- Established an opportunity for **senior rank appointments** for our VA Portland Health Care System and Shriners's Hospitals for Children faculty.
- In collaboration with 23 departments, **117 SoM faculty successfully made it through** the appointment, promotion, and tenure process.
- **Successfully navigated amidst a world-wide pandemic**, including our first fully virtual department external review.
- **Partnered with Compensation and Payroll** to implement a series of complex employee pay adjustments deemed necessary to maintain our existing workforce during an unprecedented global crisis.
- **Reimagined and structured our team** to lay the groundwork to better support our departments, while providing long-term sustainability and quickly adapting to help ensure financial stability, and align with OHSU's commitment to employee wellness and people first.

Finance, Human Resources and Communications

Finance

- **Implemented new direct margin model** for School of Medicine. This includes rolling out new methodology for budget/actuals and financial reporting.
- **Managed collaboratively with department leadership** to ensure that the SoM met its budget despite pandemic related financial impacts.
- Worked with Healthcare leadership to **begin transition to a single unified bottom line**
- Served on **SoM representative on institutional committees** such as Back to Budget, PMC, OHSU Budget Committee, Data Governance Steering Committee
- Financial support of **continued rapid growth of partner affiliates** and expansion of OHSU Office of Community Engagement & Support (OCES)
- Helped **manage the salary changes** across the university related to equity, COVID salaries changes and faculty compensation plan.

Human Resources

- Employee Contracts: Revised Notice of Appointment contract language for OHSU Clinical Associates embedded at affiliate partner work sites.
- PERS renewals and non-renewals
- GROW Expand – High SOM compliance rate
- Two new Union Contracts (GRU & HOU) Navigation and institutionalize
- Covington – confidential file audit and submission
- SOM Out of State Workers Audit
- Building relationships & conducting co-investigations with HR Reps– Adventist & HMC
- Volunteer Work Group Participation:
 - Probationary Removal Workgroup
 - Pay Practice Workgroup
 - Leave Workgroup
 - Employee Recognition Workgroup
- HOU Contract finalized and ratified
- Covid/Pandemic adjustments & leaves, management support, new practices (COVID Pay/Leave management and guidance), temporary layoffs with paid benefits and temporary FTE reductions, implementation and interpretation of new policies (FFCRA,) and consistently shifting laws and regulations, employee transitions
- Wildfires – housing and financial assistance
- Ice storm – Bed Boss - employee assistance with hotel placement
- Created and launched training for managers and faculty on mandatory reporting
- Substantial increase in integrity hotline and Code of Conduct complaints/investigations

SOM Recruitment team

- Helped shepherd over 1200 positions through Position Management since January.
- Constant incremental improvements to the PAR review process, including further automation and making more connections to the budget system.
- Engagement in offsite vaccine clinics stand up and roll out.
- Triaged and flagged fraudulent unemployment claims saving OHSU \$2m+.

Communications

Dean support: Continued to develop Dean Anderson's voice on anti-racism and other social justice issues as well as on wellness and faculty/student recognition through her Dean's messages and event remarks. Assisted with major leadership transition announcements including the Dean's plans to step down and chair/director transitions in Emergency Medicine, Radiation Medicine and the PA Program, as well as crisis communications related to the sexual assault lawsuit against OHSU and a former resident.

Dean's Office support: Updated the SOM brochure; assisted with DA meetings and messaging to them and chairs around compensation and other issues; lead organizer of the Dean's Office virtual holiday party; compiled Deans Office Accomplishments report and assisted with State of the School (Sept 2021)

Virtual productions: Liaison between program staff and EdComm to produce two virtual Match Days (Med20, Med21) and MD Hooding Ceremonies (Med20, Med21) and assisted with the Graduate Studies Hooding Ceremony (Class of 2021). Our team produced the UME and GS Honors & Awards booklet and news stories for 2020 and 2021, in the absence of an in-person event. Also played a lead role in transitioning the Marquam Hill Lectures to the virtual Marquam Talks.

InsideSOM: Relaunched our weekly e-newsletter to build community, support morale and share Dean's Office initiatives, recognitions and other pertinent information with the school. Rachel developed Departmental Updates to help departments share highlights with the school.

Bridges Alumni Magazine: Rachel produced two extraordinary issues of Bridges Magazine ["White Coats for Black Lives," Summer 2020](#) and ["What have we learned?" Spring 2021](#). She also produced every-other-month installments of Medicine Matters to keep alumni abreast of school news.

SOM websites and social media: Mariana kept the edu website updated and Rachel handled O2 in partnership with Janet Itami; Mariana posted weekly on SOM Facebook and Twitter

Support for Anesthesiology and Perioperative Medicine: Mariana led their communications; Erin assisted with crisis and leadership transition communications amid a lawsuit.

Service and teamwork:

Erin co-led the project team producing the OHSU Inclusive Language Guide, edited the 2020 Center for Diversity and Inclusion Awards booklet, wrote many stories for OHSU News and is now taking "helping hands" shifts in the MICU; **Mariana** took over Diversity News for about five months and later became the bilingual communications lead and marketing liaison for the Vaccine Equity Clinics, a very heavy lift; **Rachel** wrote multiple stories for OHSU News and organized national journal articles about COVID to serve them up to Occ Health and other researchers early in the pandemic. We all proudly volunteered multiple times at vaccine clinics.