

# OHSU: Oregon's Academic Health Center

JOINT COMMITTEE ON WAYS AND MEANS  
SUBCOMMITTEE ON EDUCATION





OHSU will partner to make Oregon a national leader in health and science innovation and education for the purpose of improving the health and well-being of Oregonians.

# OHSU as public corporation

Since the Oregon Legislature approved the creation of OHSU as a public corporation in 1995, OHSU has been able to grow exponentially, substantially increasing the number of services and education programs offered to Oregonians.

1975	1995	2024
\$80 million in operating revenue	\$499 million in operating revenue	\$5.03 billion in operating revenue
4,325 employees	6,651 employees	22,298 employees
1,610 students	1,855 students	4,206 students

# Leveraging partnerships

## Intergovernmental Transfer

- The IGT partnership between OHSU and the state of Oregon helps fund health care services for low-income Oregonians and provides access to a world-class academic health center with minimal state general fund investment. Brings to Oregon more than \$1.7 billion in federal funds every two years.

## University Partners

- School of Public Health in partnership with Portland State University; College of Pharmacy in partnership with the Oregon State University; Oregon Consortium for Nursing Education in partnership with OHSU and nine community colleges, Western Oregon University, Eastern Oregon University, Oregon Tech and Southern Oregon University.

## Research Investments

- \$584 million in funding brought to Oregon in FY24 with \$352 million coming from NIH.
- OHSU made 94 invention disclosures and filed 71 patent applications in FY24.



# Our people



**22,298 employees**  
Oregon's 4<sup>th</sup> largest employer



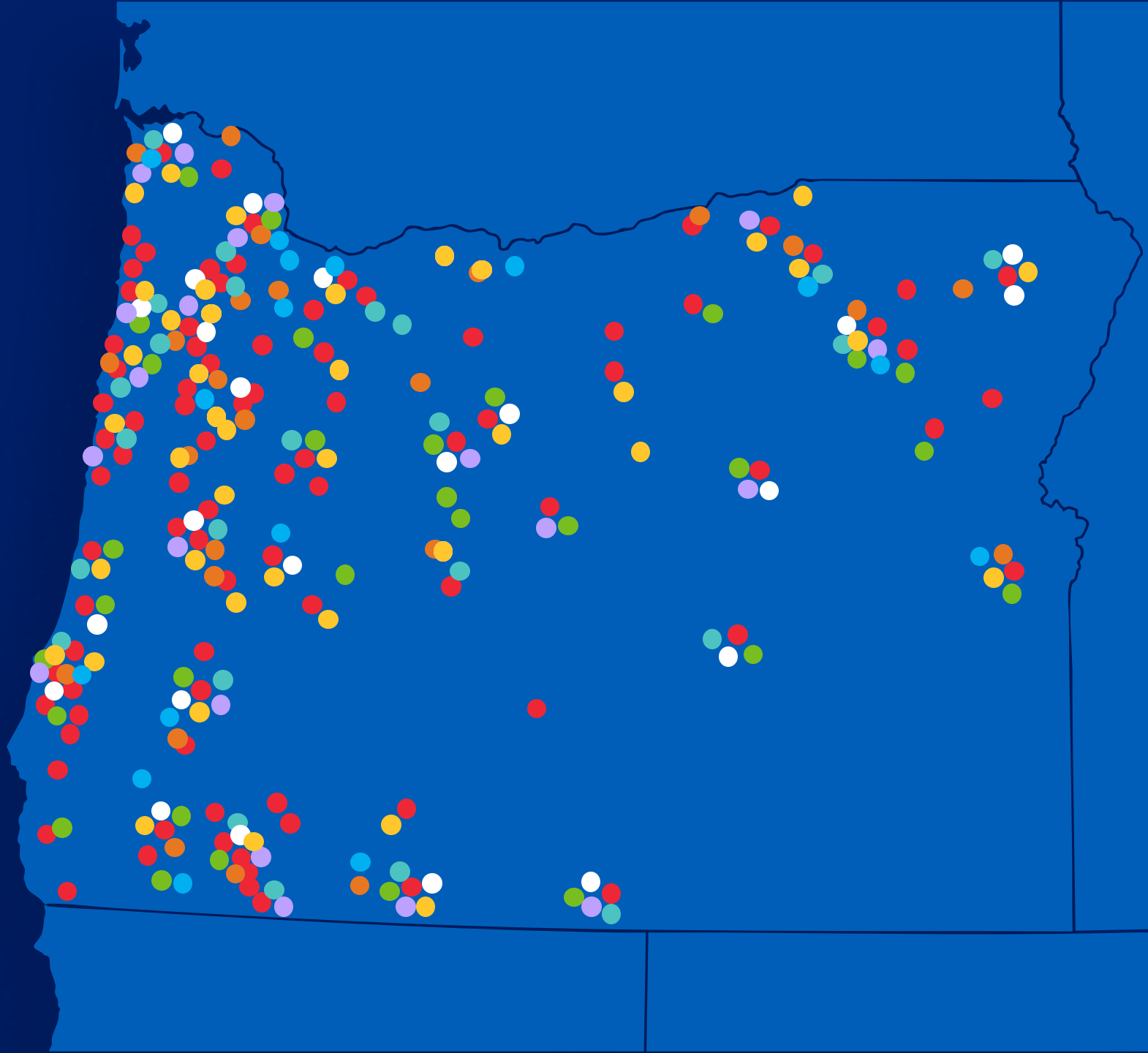
**4,206 students**  
across 57 programs



**More than 1.25 million**  
patient visits in FY '24

# OHSU's statewide footprint

- Clinical practices
- Research
- Residency training sites\*
- Student rotations or clerkships
- Continuing Medical Education
- Oregon Rural Practice-based Network
- Telemedicine network
- Nurse education sites



\*Includes existing and planned sites for residencies in coming years.

# OHSU and the state of Oregon

An enduring partnership

The state provides:

- Public corporation structure
- Direct appropriation
- Federal funds through Medicaid
- Capital infusion, periodically

OHSU delivers:

- World-class public health care university
- Statewide education programs
- Biomedical innovation
- Health care services statewide
- Safety net services
- Access to specialists

# Navigating significant challenges

- **Federal**
  - Cuts to grants and research funding
  - Monitoring potential Medicare and Medicaid changes
  - Cost of tariffs
  - Changes to federal regulation of higher education
- **Economic and local**
  - Cost of labor and goods is outpacing patient revenue
  - Demand has outpaced capacity for close to a decade
  - Implementing new state-level legislation (safe staffing, financial assistance)
  - Negotiating inflation appropriate insurer contracts



## State appropriation

23–25 Legislatively Approved Budget

25–27 Current Service Level (7%)

	23–25 Legislatively Approved Budget	25–27 Current Service Level (7%)
<b>Education and General</b>	<b>\$118,658,647</b>	<b>\$125,359,752</b>
School of Medicine	\$30,238,828	\$32,355,546
School of Nursing	\$26,151,339	\$27,981,933
School of Dentistry	\$12,255,625	\$13,113,519
Area Health Education Center and Office for Rural Health	\$6,857,836	\$5,732,885
OHSU 30-30-30	\$43,155,019	\$46,175,870
<b>Child Development and Rehabilitation Center</b>	<b>\$9,722,521</b>	<b>\$10,403,097</b>
<b>Poison Center</b>	<b>\$4,011,209</b>	<b>\$4,291,994</b>
<b>Children’s Integrated Health Database</b>	<b>\$2,000,000</b>	<b>\$2,140,000</b>
<b>Statewide Behavioral Health Capacity Dashboard</b>	<b>\$5,400,000</b>	<b>\$4,280,000</b>
<b>Oregon Perinatal Collaborative</b>	<b>\$1,000,000</b>	
<b>Total</b>	<b>\$140,792,377</b>	<b>\$146,474,843</b>
<b>OHSU Cancer Challenge Debt Service (Article XI-G)</b>	<b>\$23,575,130</b>	<b>\$23,571,125</b>
<b>Oregon University System Legacy Debt (Article XI-F(I))</b>	<b>\$3,441,830</b>	<b>\$3,317,166</b>
<b>Oregon Opportunity Program (Article XI-L)</b>	<b>\$7,328,750</b>	
<b>Grand Total</b>	<b>\$175,138,087</b>	<b>\$173,363,135</b>

# OHSU's three missions

Education

Health Care

Research

# Education: by the numbers

## SCHOOL OF MEDICINE

- Students: 554
- Oregonians: M.D.: 73%
- First time pass rate: 99%
- Rural student weeks: 592

## SCHOOL OF DENTISTRY

- Students: 286
- Oregonians: D.M.D.: 59%
- First time pass rate: 96%

## SCHOOL OF NURSING

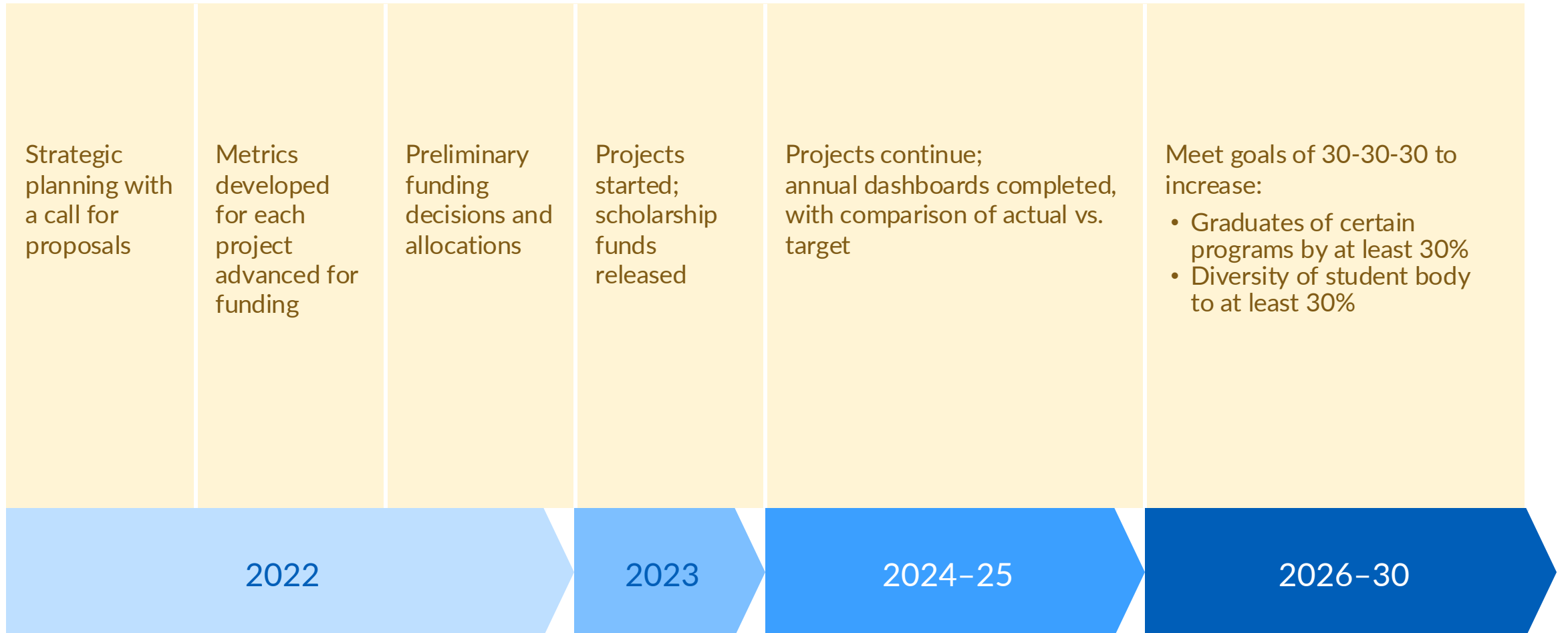
- Students: 1,127
- Oregonians: B.S.N.: 93%  
M.S.N./D.N.P.: 68%
- First time pass rate: 93%



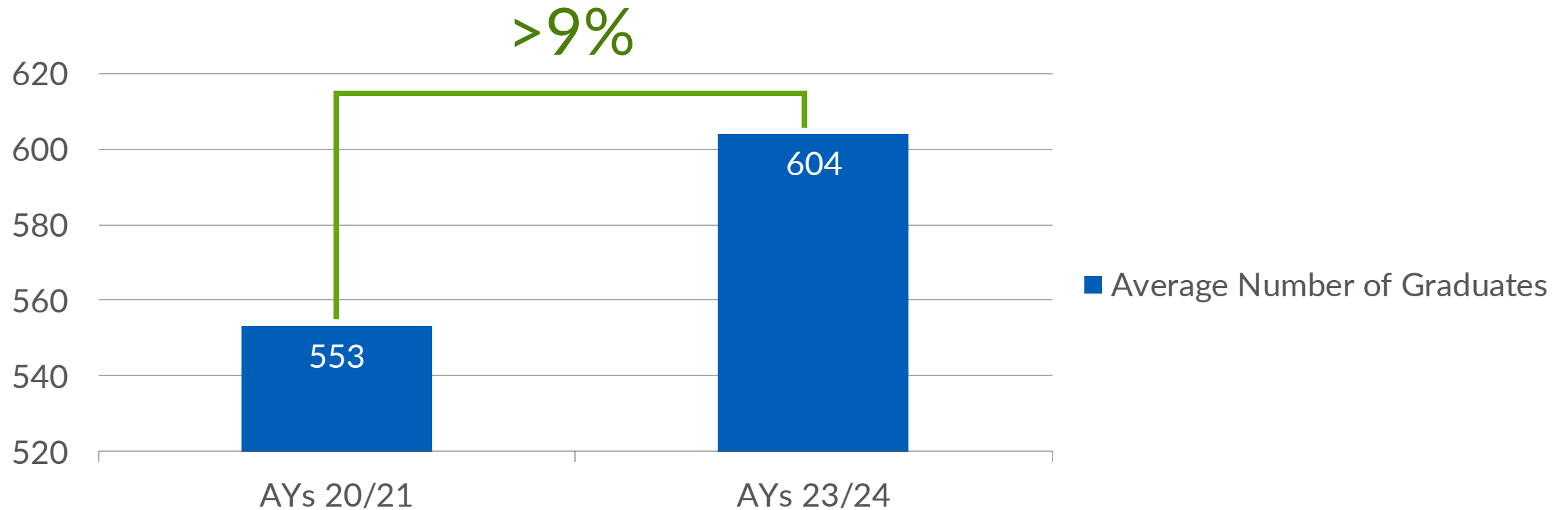
# Building Oregon's health care workforce

- Oregon's health care workforce crisis is a multifaceted challenge. We must train more Oregonians in health professions to serve our communities.
- By 2030, increasing:
  - Aim 1: Graduates of certain programs by at least 30%.
  - Aim 2: Diversity of student body to at least 30%.
- Implementation of the 30-30-30 plan has resulted in broad strategic programming to address aims.

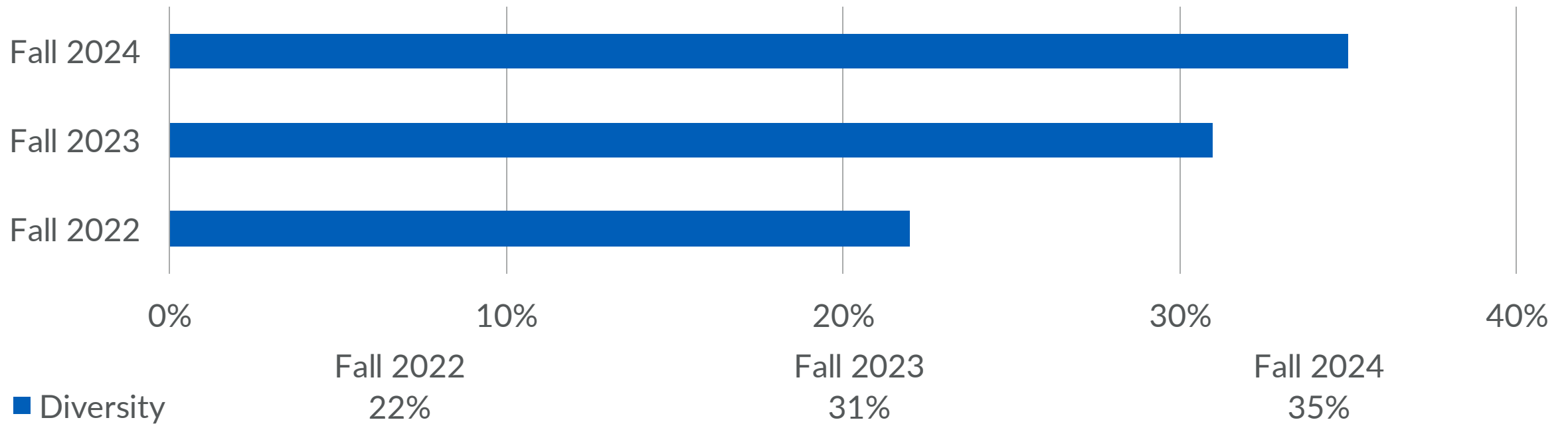
# 30-30-30



# 30-30-30 Aim 1: Increase graduates from certain programs by $\geq 30\%$



# 30-30-30 Aim 2: Increase student body diversity to $\geq 30\%$





# 30-30-30 investments

More than 35 initiatives have been funded to address challenges, build infrastructure and achieve goals. Examples:

- Expanding capacity for pathway programs (Ternion Dental Pathways, Wy'east Dentistry and Nursing, On Track OHSU!, includes dentistry, nursing and others, and School of Public Health pathway).
- Expanding the Academic Success Center to increase support and services for students throughout their educational pathway.
- Providing more support for student recruitment, retention and services to promote access and success.
- Supporting clinical placement to increase clinical education opportunities.
- Remodeling classrooms and upgrading equipment to enhance learning environment.
- Supporting faculty recruitment, retention and development.
- Creating of an Office of Institutional Research & Effectiveness to track student outcomes and 30-30-30 goals.
- Offering scholarships.

# New 30-30-30 scholarships

- Scholarships are a key strategy to overcoming the cost barrier.
- Scholarships improve recruitment and degree completion.
- 30-30-30 scholarship funding from 2023 established a new 30-30-30 scholarship program:
  - As of fall 2024, ~300 students awarded >\$6.5 million (committed dollars).
  - Students receive scholarships for the length of their degree program.
  - >160 nursing students awarded >\$4.5 million in scholarships.

# To address academic challenges, Academic Success Center services were expanded:

- Academic coaching, with the addition of a learning specialist.
- OHSU Writing Lab, with new writing support programming.
- Tutoring across the university.



# Academic Success Center results, AY 2023-24



810 individual appointments  
(vs. 764 in 2022-23).



Doubled the number of programs actively supported by tutors.



111 workshops  
(vs. 94 in 2022-23).



90% of learners report a specific skill or strategy they will use after meeting with a learning or writing specialist.



3,489 total academic encounters  
(vs. 2,529 in 2022-23).



Wait times for learning support appointments decreased from 4-6 weeks to under a week.

# Examples of initiatives to recruit and retain students

- Hired recruitment-focused positions such as assistant deans and program coordinators in enrollment management.
- Opened new nursing instructional site in Bend (summer 2024) which is one of the fastest-growing cities in Oregon.
- To ↓ bottlenecks to increasing class size and meet clinical placement and simulation needs of a growing student body, we:
  - Hired clinical placement staff.
  - Hired faculty and staff positions and purchased equipment for simulation.

# Examples of initiatives to recruit and retain students

To support growth of student enrollment and retention, and promote success, we hired additional faculty and staff. In the School of Nursing:

- Faculty vacancies: ↓ from 10% to 3.6% — an important accomplishment as nursing faculty shortages are a barrier to ↑ class size.
- Monmouth campus: hired 2 clinical instructors, facilitating ↑ class size.
- RN Bachelor of Science program: hired faculty and staff to help ↓ attrition, ↑ admissions and ↑ graduates.

# School of Dentistry



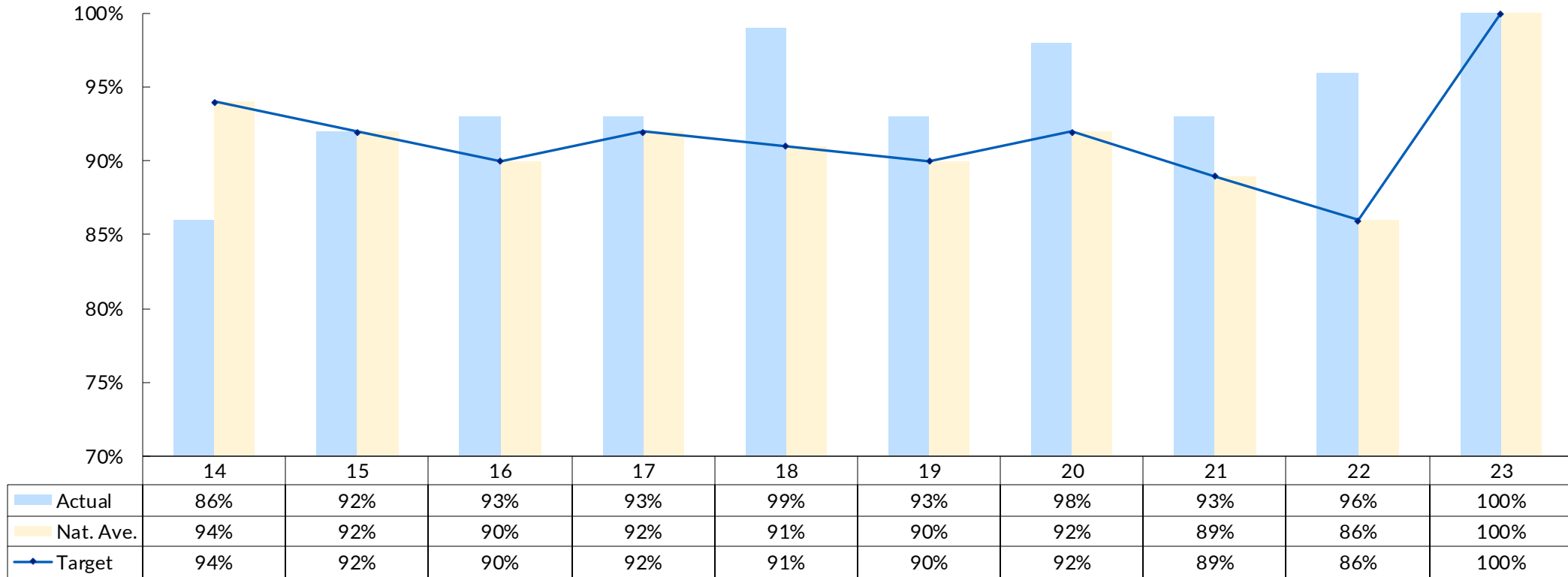
“It makes me feel good to help people. My external rotation experience confirmed my passion for serving underserved communities and inspired me to continue making a meaningful impact through dentistry.”

**Ido Almog, D.M.D.**  
Class of 2024





# First-time pass rates of D.M.D. students



# School of Nursing



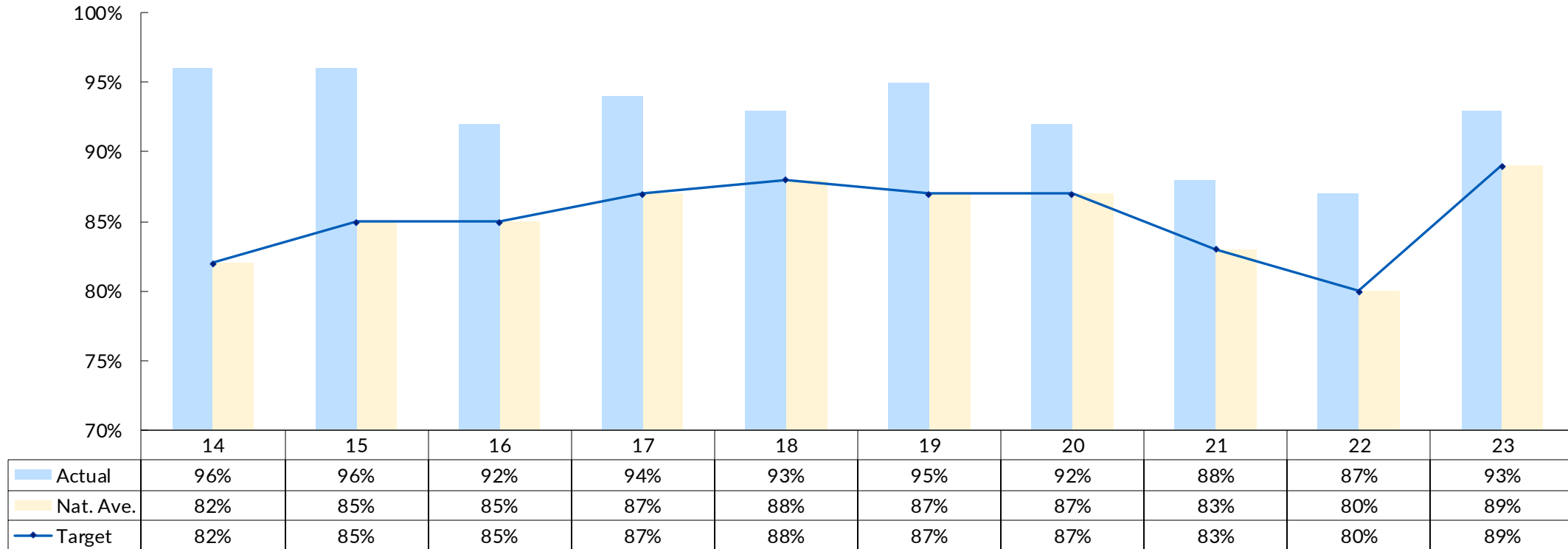
“I want to provide comprehensive care and serve as a trusted health care provider...and advocate for rural health care access...and reduce health disparities in underserved communities.”

**Flor Peña**  
Class of 2026





# First-time pass rates of B.S. nursing students









## Working to keep tuition low

- With limited options for using more traditional methods to offset costs, the institution has adopted alternative and innovative approaches.
- Funding at the Current Service Level will keep tuition increases to no more than 2% for FY26.



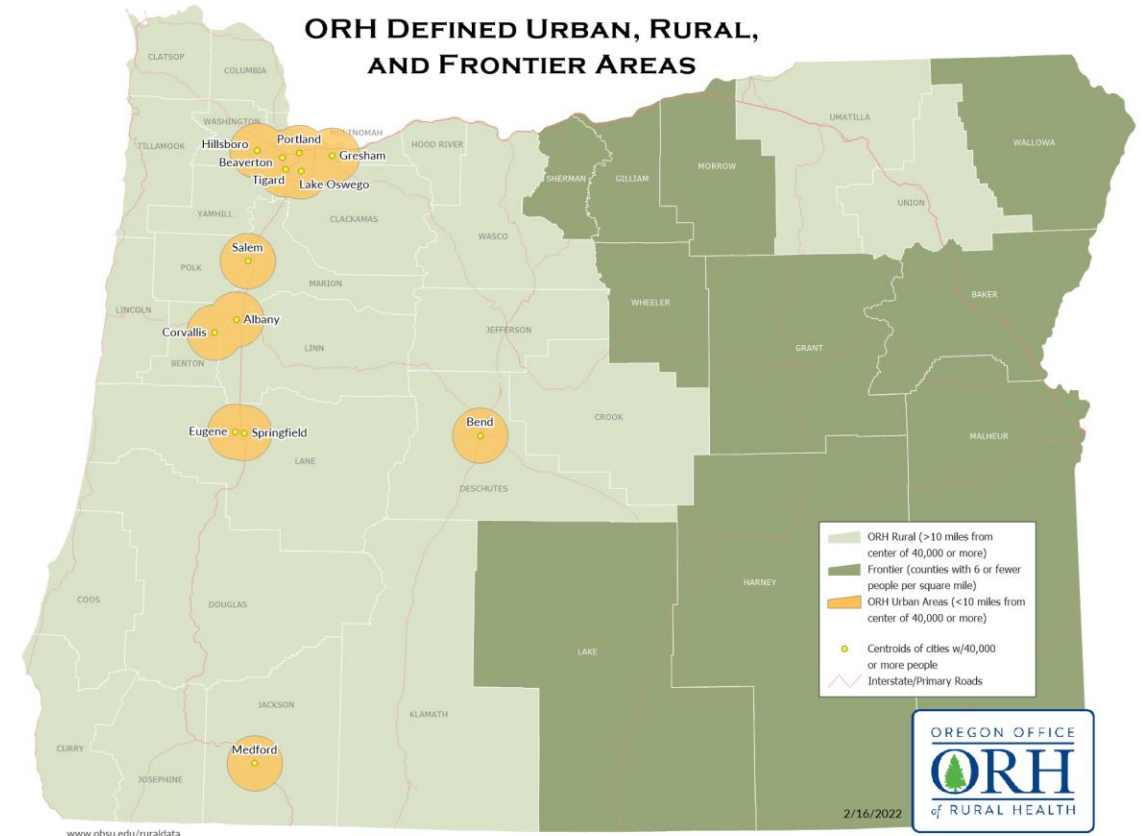


# Oregon Area Health Education Center (AHEC)

- Oregon Area Health Education Centers (AHEC) is a partnership between OHSU and five regional centers.
- Oregon AHEC's goal is to increase access to primary care services for rural and underserved communities through practice transformation programming, including the recruitment, education and training of primary care health professionals.

# Office of Rural Health

- Provides support and services, such as provider recruitment and retention as well as technical assistance, to health care providers in rural Oregon.
- Works with approximately 100 rural health clinics, 25 Critical Access Hospitals, and 47 rural emergency medical services sites in 23 Oregon counties.







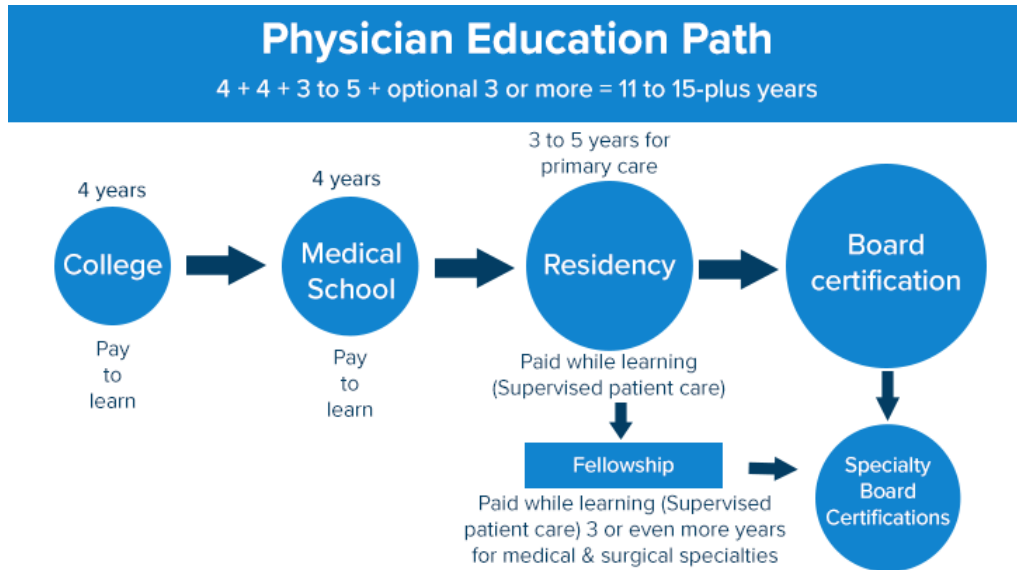
# School of Medicine



“What inspires and motivates me most is being a role model for Native American youth. I was told I would never make it to medical school, let alone graduate. Showing through my actions that it's possible and interacting as a mentor for others brings me joy.”

**Jared Delaney, M.D.**  
Class of 2025

# Medical education – the challenge



Rural Health Information Hub

- We have a growing workforce shortage in primary and specialty care.
- Education and training take too long and are too expensive – 11 to 16 years *after* high school.
- Learners add extra years between stages to enhance their applications.
- Leads to imbalance and burnout.
- Advanced age when entering practice shortens careers, impacts workforce.

# Medical education – meeting the challenge



- Explore launching 3-year accelerated M.D. programs for both primary and specialty care.
- Link to residency training programs in Oregon to encourage our learners to stay.
- Facilitate transitions into medical school, residency, and independent practice.
- Shortened M.D. program and staggered transitions will allow greater expansion of class size.

# Medical education – Powered by OHSU innovation

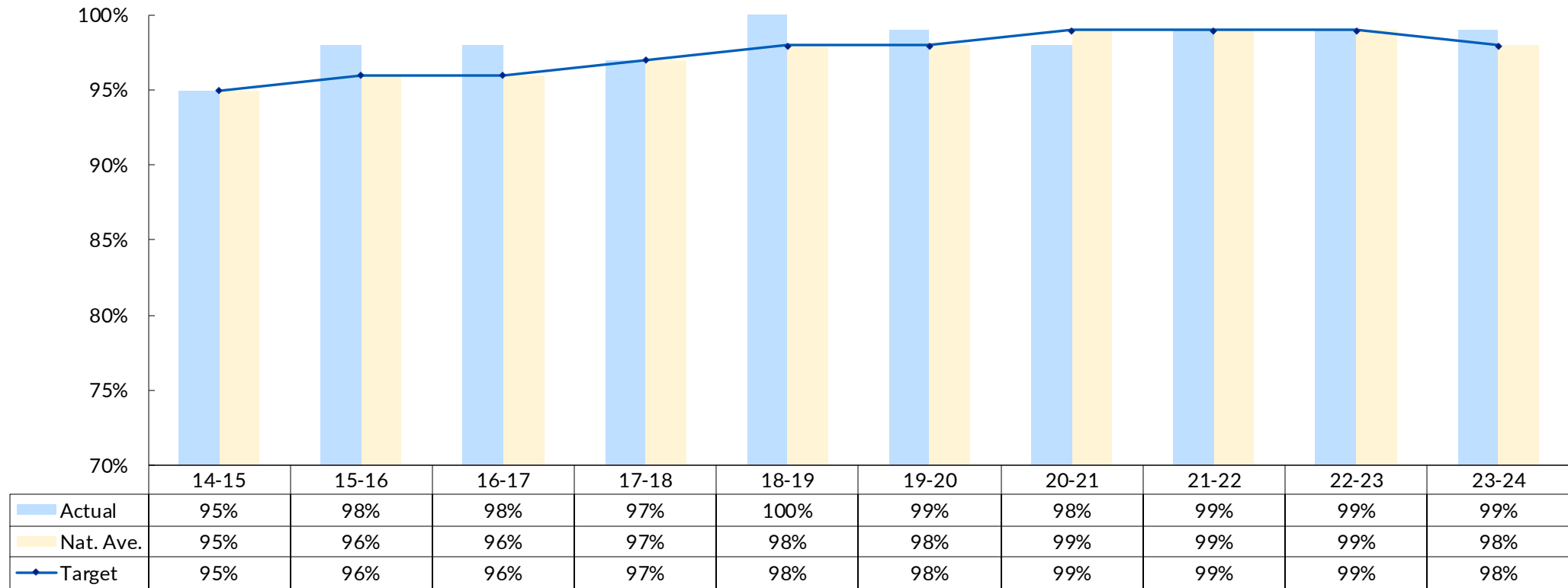
- Continue competency-based promotion during medical school.
- Link early graduation to early start residency placements.
- Expand rural and primary care placements during medical school and residency training.







# First-time pass rates of M.D. students





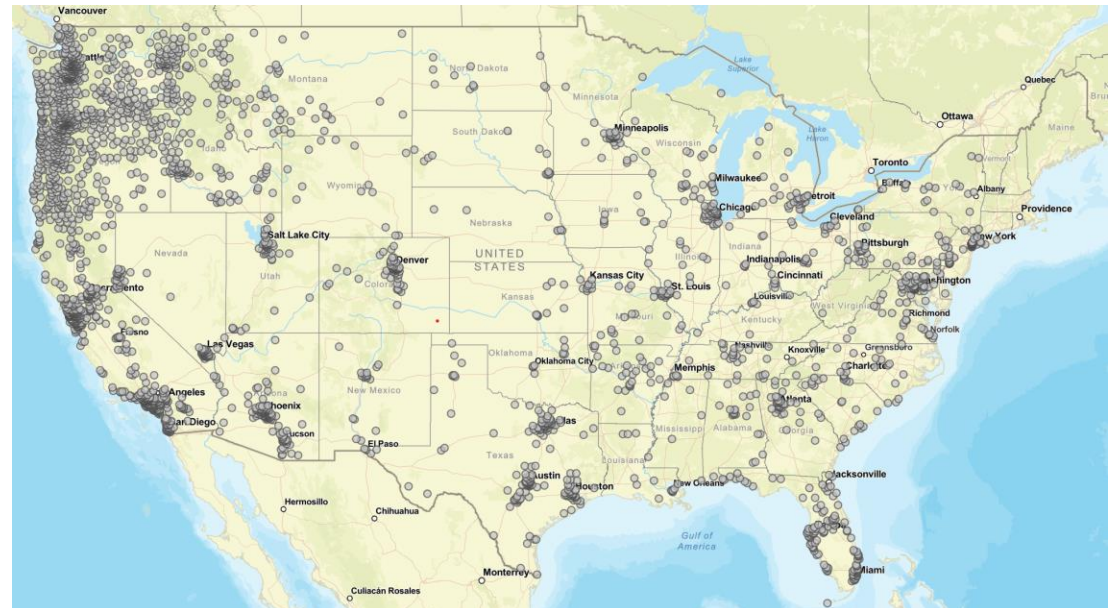
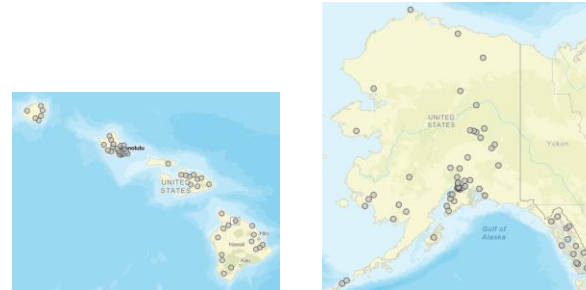
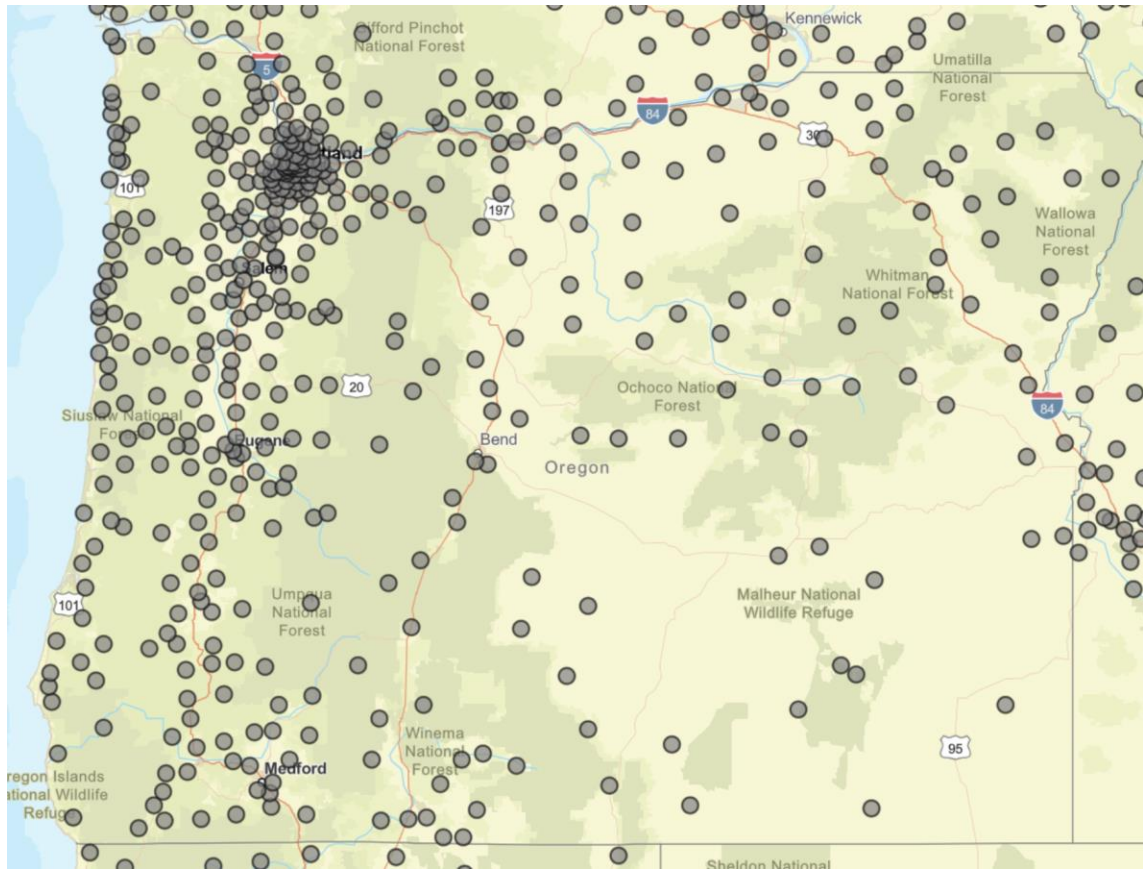


# Health Care: by the numbers

## Health Care

- #1 hospital in Oregon.
- More than one million patient visits — nearly 90% from Oregon.
- More than half of those patient visits are covered by a public payer or are uninsured.
- Provision of the most complex and acute care in Oregon with nearly half of patients coming from outside of Portland.

# Serving Oregon and the nation



# Oregon Behavioral Health Coordination Center

- Improves equitable access to behavioral health care.
- Reduces work for Oregon behavioral health practitioners.
- Coordinates patient movement in a unified and efficient way.
- Provides real-time capacity data.
- Provides simulation and modeling for the behavioral health continuum of care.



# Child Development and Rehabilitation Center (CDRC)

- Providing services to Oregon children and youth with special health care needs.
- Centers in Portland and Eugene.





# Who the CDRC serves

Most services provided at CDRC are not available elsewhere in Oregon. The CDRC serves children, youth with developmental disabilities and complex health care needs, including:

- Developmental delays
- Cerebral palsy
- Intellectual disabilities
- Complex learning disabilities and ADHD
- Communication disorders
- Autism
- Hearing and visual impairments
- Spina bifida
- Cleft palate/craniofacial disorders
- Metabolic disorders
- Genetic disorders
- Hemophilia
- Feeding and swallowing disorders
- High-risk infants
- Congenital brain anomalies
- Down syndrome
- Pediatric stroke



# Oregon Poison Center

In 2023, the Oregon Poison Center managed 47,954 cases from residents, health care providers and others. The center managed 94% of the cases at home, preventing hospital visits and saving more than \$23 million in health care costs.



“I am so grateful to have poison control as a resource... Poison control helped us when a pool gave us chlorine poisoning and ... when my son mixed cleaning products...they saved our life! The staff at poison control are invaluable!”

Poison Center Caller





# Research: by the numbers

## Research

- \$584 million in grants and funding in FY24.
- 94 invention disclosures FY24.
- Largest recipient of NIH funding in Oregon.
- Home to the only nationally recognized Comprehensive Cancer Center between Seattle and San Francisco.

# Research impacts for Oregon

OHSU's \$584 million in research grants are estimated to have a \$2.13 "business multiplier effect."

- For every dollar awarded, the institution generates an additional \$2.13 for Oregon's economy.
- Resources acquired by researchers through grants and contracts support current faculty, staff and student salaries, and adds new jobs, contributing directly to the tax base.

OHSU research leads to new discoveries, cures and jobs, contributing directly to economic development and clinical, educational and business opportunities. Research also advances knowledge leading to cures and treatments. It is the reason OHSU has state-of-the-art facilities, ensuring the best health care.





# Oregon Child Integrated Database

OCID is a longitudinal child dataset created in 2019 to assist Oregon policymakers in guiding program and resource decisions to improve the well-being of children in the state.

To date, OCID has produced exploratory dashboards, interactive graphic displays, and relevant and timely analyses for policymakers, including, but not limited to:

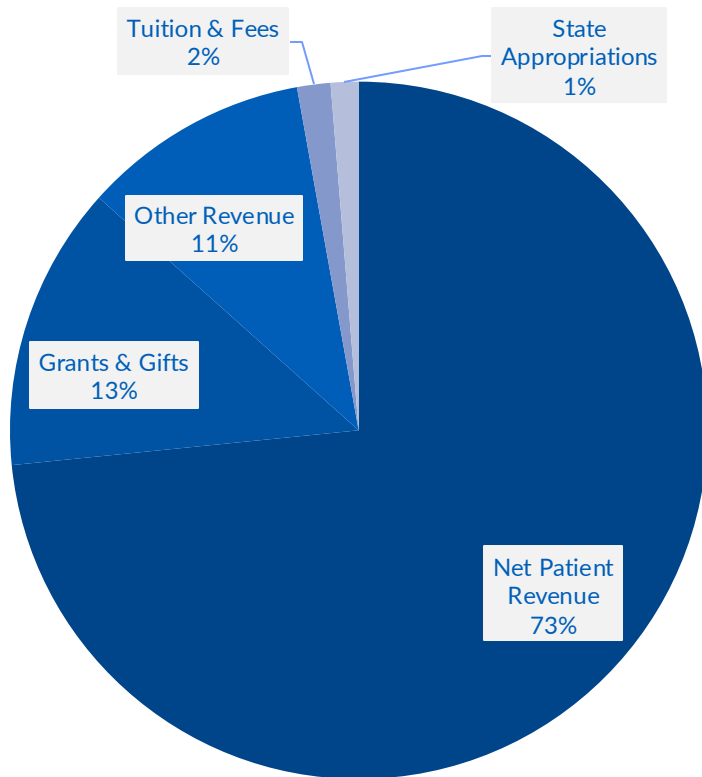
- Investigation of early-childhood programs and outcomes.
- Predictors of graduation and key outcomes of Oregon's high school class of 2020.
- The effect of school mobility on high school graduation and foster care.
- Experiences of young children with medical and social complexity.
- Behavioral health prevalence and conditions among Medicaid and CHIP enrolled children.



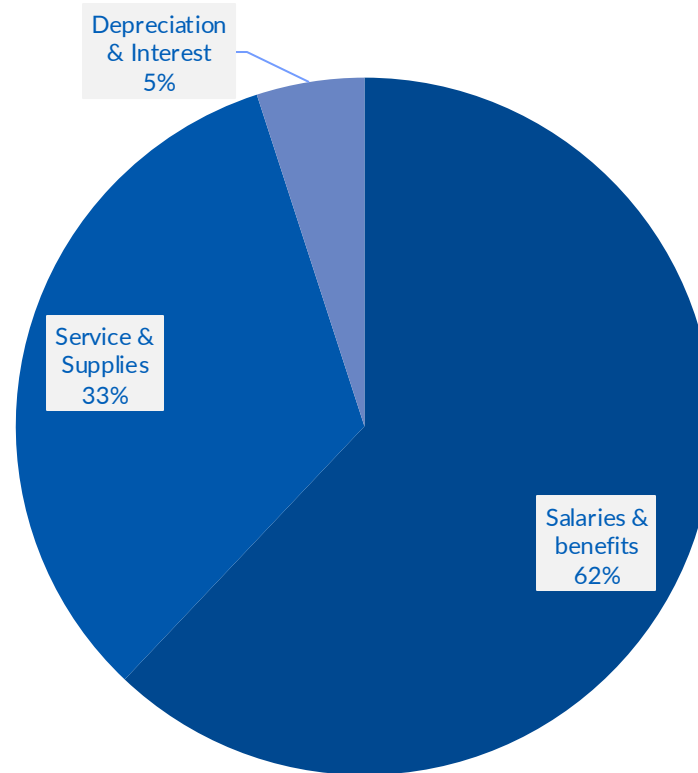
# OHSU Finances

# Overview of FY25 revenue and expenses

While the state appropriation is about 1.8% of OHSU's overall budget (FY25), it is the foundation on which OHSU builds the broad array of services we provide to and for Oregonians.



Operating Revenues: \$5.46 Billion

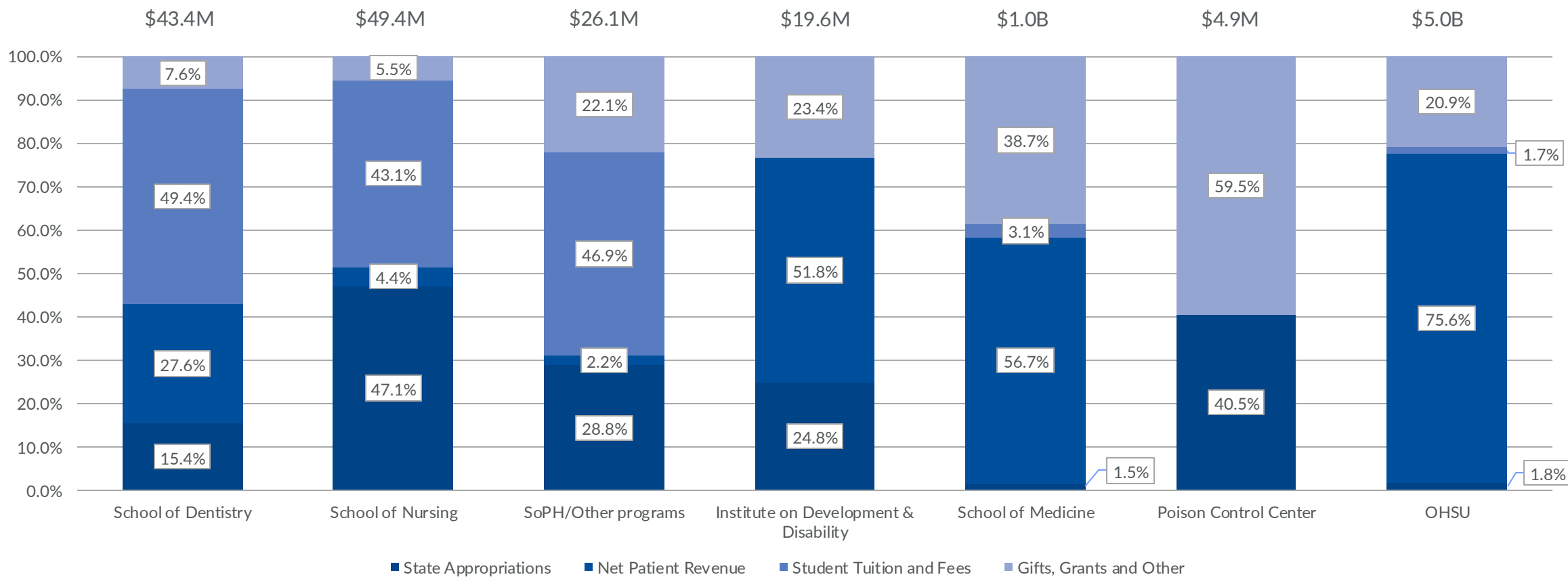


Operating Expenses: \$5.48 Billion

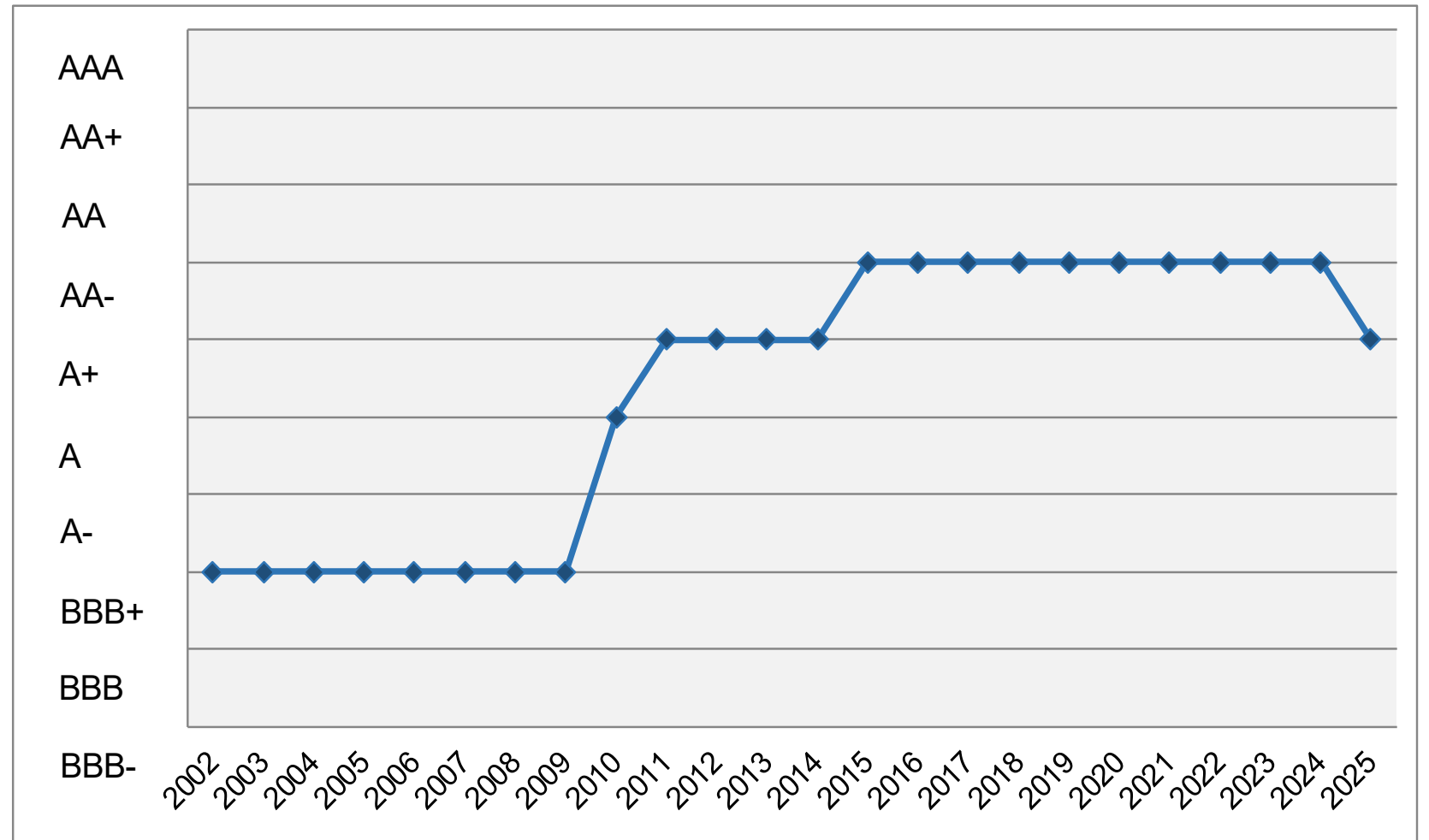
Note: Patient Service Revenues include reimbursement from Oregon Medicaid.

# FY25 operating revenue

OHSU leverages the state appropriation with other revenue to provide high-quality statewide education and health care programs for Oregonians.

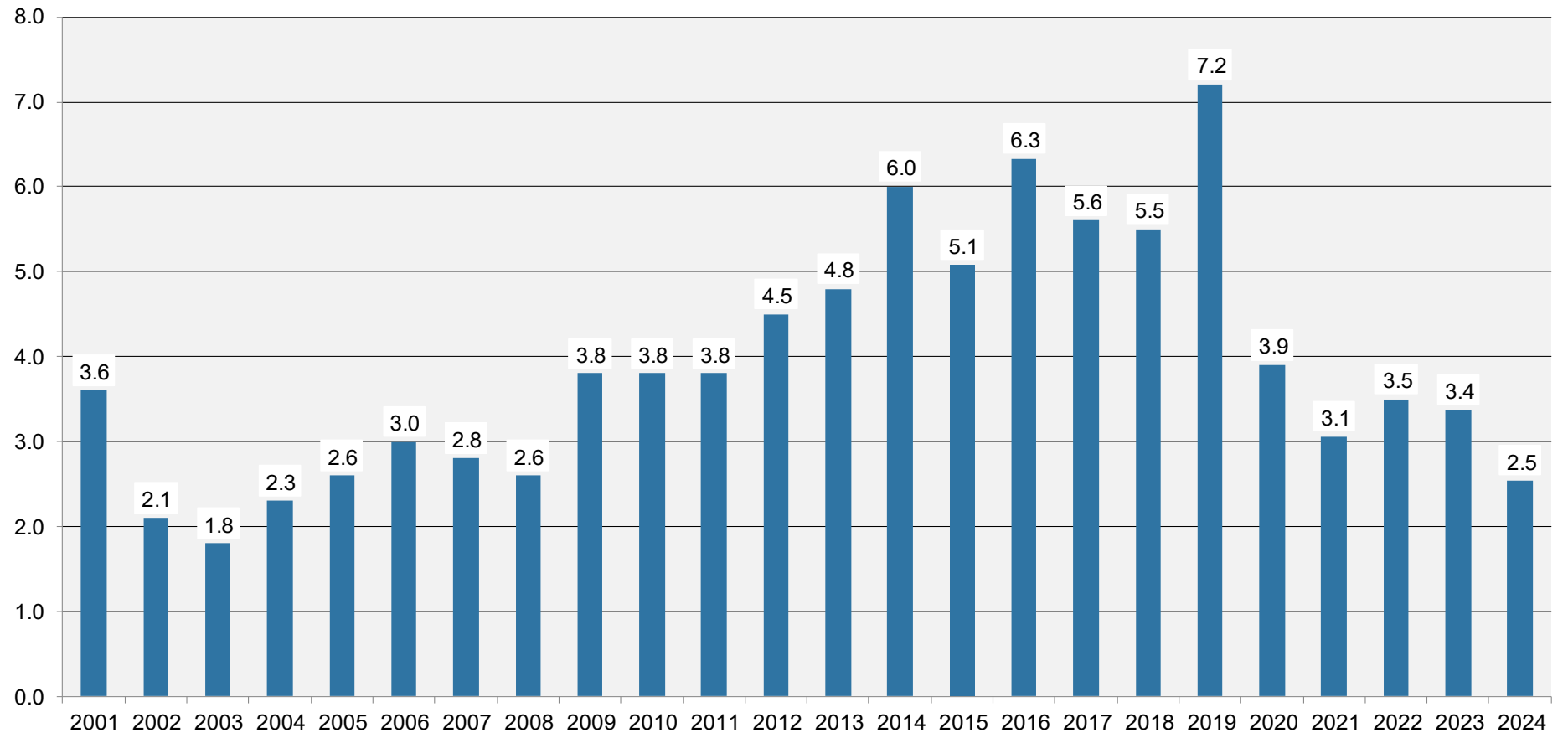


# S&P bond ratings



# Debt service ratio

OHSU has increased its financial stability with less reliance on state appropriations.

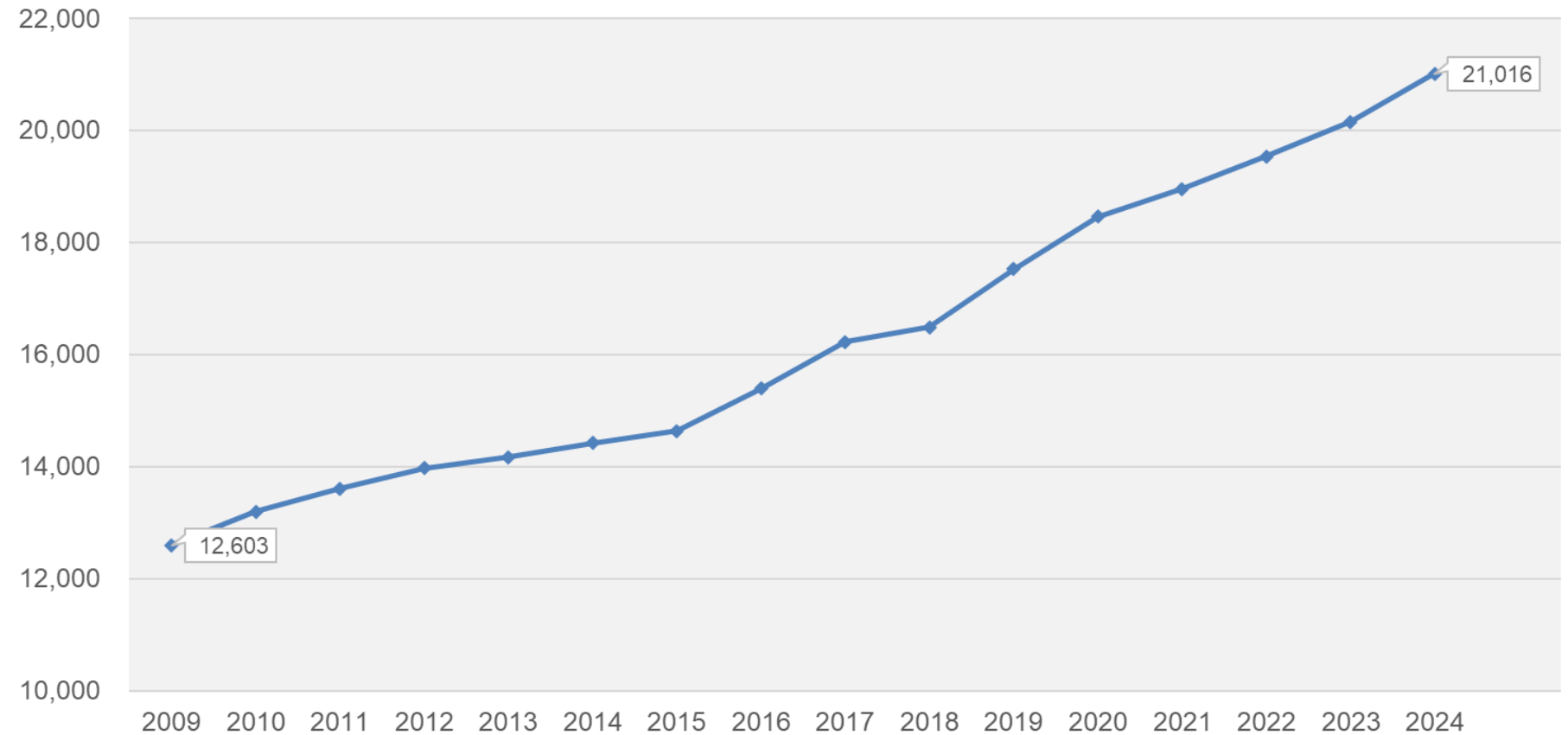


Note: This ratio represents the amount of cash flow available from operations to meet interest and principal payments on debt.

# An economic engine for the state

OHSU has created more than 8,413 jobs since 2009.

Trend in OHSU Head Count



# Financial summary

- The state's partnership with OHSU is critical to ensuring that Oregonians have access to statewide health care training programs and high-quality health care services.
- By investing in OHSU, the state's resources are leveraged tenfold, helping build a world-class public academic health center for all Oregonians.

