OHSU 2025
Update

BRIDGET BARNES

Agenda

- Objective Summary
- CANDID/Data Governance
- Connected Care Center
- Flexible Work
- Next Steps

Objective Summary
Oregon Health & Science University

Legend:
- 🔵 Completed
- 🟢 On Schedule
- 🟠 Behind Schedule
- 🔴 At Risk
- ⚫ On Hold
- ⚪ Not Started

OHSU 2025					
Ref #	**Goals**		**Leaders**	**Target Date**	**Complete**
1.	Build a diverse, equitable environment where all can thrive and excel.		Greg Moawad	Ongoing	

Ref #	Objectives	Strategies	Leaders	Target Date	Complete	Tactics Status
1.2.	Invest in resources to promote the success of faculty and staff engaged in the education mission and ensure their equitable treatment across OHSU [ED Council]		David Robinson; George Mejicano; Kirstin Moreno	6/30/22		1 3
1.3.	Ensure OHSU learners have access to efficient, effective, and innovative programs that promote their success [ED Council]		Amy Miller Juve; George Mejicano; David Robinson	6/30/25		1 3 1 1
1.4.	Develop principles for faculty support and compensation that apply across OHSU, support equity and excellence, and support for all missions [RE Council]		Peter Barr-Gillespie; Daniel Marks; Bonnie Nagel	6/30/22		3 2 5
1.5.	Clinician Alignment [CE Council]		Atif Zaman; Anthony Masciotra	12/31/22		3 2 1
1.6.	Clinician Wellness [CE Council]		Atif Zaman; Renee Edwards; Dana Bjarnason; Joe Hardman	12/31/22		1
1.9.	Cultivate an environment of respect, trust, and empowerment [IN Council] ON HOLD - PENDING ALIGNMENT WITH COVINGTON REPORT RECOMMENDATIONS		Derick DuVivier; Bridget Barnes; Greg Moawad; Joni Elsenpeter	6/30/22		
1.10.	Develop multi-faceted DEI, leadership, and mentoring curricula for university-wide use [IN Council] ON HOLD - PENDING ALIGNMENT WITH COVINGTON REPORT RECOMMENDATIONS		Derick DuVivier; Bridget Barnes; Greg Moawad	6/30/22		
1.11.	Develop programs in support of member well-being [IN Council]		Joni Elsenpeter; Jodi Demunter; Megan Furnari; Greg Moawad; Bridget Barnes	6/30/22		1 1 5 8
1.14.	Implement a Confidential Advocacy Anti-Violence and Discrimination Program [IN Council] ON HOLD - PENDING IDENTIFICATION OF NEW OBJECTIVE OWNER		Bridget Barnes; Greg Moawad; TBD	6/30/23		6 2 3
1.15.	Implement a comprehensive suicide safety program. [IN Council] ON HOLD - PENDING IDENTIFICATION OF NEW OBJECTIVE OWNER		TBD; Bridget Barnes; Greg Moawad	6/30/25		
1.17.	Create a culture and environment that enables individuals and work units to thrive while increasing flexibility in schedules, work location, and flex office space. [IN Council]		Marie Hallquist	6/30/23		3 7 5

Objective Summary
Oregon Health & Science University

Legend: ● Completed ● On Schedule ● Behind Schedule ● At Risk ● On Hold ○ Not Started

OHSU 2025					

Ref #	Goals		Leaders	Target Date	Complete
2.	Be the destination for transformational learning.		David Robinson	Ongoing	

Ref #	Objectives	Strategies	Leaders	Target Date	Complete	Tactics Status
2.1.	Implement an integrated system to manage placement of clinical learners in all required settings [ED Council]		George Mejicano; David Robinson; Michelle Schleich	6/30/21		2 (green) 1 (blue)
2.2.	Develop a model of simulation that serves the needs of all university stakeholders [ED Council]		Donn Spight; George Mejicano; David Robinson	6/30/22		2 (orange) 3 (green) 1 (gray)

Ref #	Goals		Leaders	Target Date	Complete
3.	Enhance health and healthcare in every community.		John Hunter	Ongoing	

Ref #	Objectives	Strategies	Leaders	Target Date	Complete	Tactics Status
3.1.	Ambulatory Expansion [CE Council]		Anthony Masciotra; Kevin O'Boyle; Atif Zaman	6/30/25		1 (red) 3 (orange) 2 (green)
3.2.	Cancer Service Line [CE Council]		Patrick McCormick; Mayumi Fukui	6/30/25		6 (green)
3.3.	Women's & Children's Service Line [CE Council]		Mary Beth Martin; Dana Braner; Aaron Caughey; Kenneth Azarow; Johanna Warren	6/30/25		4 (orange) 3 (green)
3.4.	Payor Partnerships [CE Council]		Jeff Conklin	6/30/25		1 (red) 2 (orange) 5 (green) 1 (blue)
3.5.	Heart & Vascular Service Line [CE Council]		Anthony Mulholland; Firas Zahr; Howard Song; Jim Pelch; Kyle King; Nandita Gupta; Nate McConkie	6/30/25		2 (red) 3 (orange) 1 (green)
3.6.	Establish processes that position us as a national leader in GME, that enable residents to thrive and excel, and that optimally align GME with our health system [ED Council]		David Robinson; George Mejicano	6/30/25		
3.8.	Neuroscience Service Line [CE Council]		Nathan Selden; Erika Schouten; Helmi Lutsep	6/30/25		4 (orange) 1 (blue)

Ref #	Goals		Leaders	Target Date	Complete
4.	Discover and innovate to advance science and optimize health worldwide.		Peter Barr-Gillespie	Ongoing	

Ref #	Objectives	Strategies	Leaders	Target Date	Complete	Tactics Status
4.1.	Increase research funding by 20% [RE Council]		TBD	6/30/25		
4.2.	Integrate and optimize central and local research support systems [RE Council]		Peter Barr-Gillespie; Daniel Marks; Dana Director; Maggie Jameson	6/30/24		1 (orange) 2 (green) 1 (gray)

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Objective Summary

Oregon Health & Science University

| OHSU 2025						
Ref #	**Goals**		**Leaders**		**Target Date**	**Complete**
Ref #	**Objectives**	**Strategies**	**Leaders**	**Target Date**	**Complete**	**Tactics Status**
4.3.	Stabilize and extend capacity of critical research Informatics Infrastructure [RE Council]		Peter Barr-Gillespie; Shannon McWeeney; David Dorr; Daniel Marks; Natasha Farvan	6/30/24		6 1
Ref #	**Goals**		**Leaders**		**Target Date**	**Complete**
5.	Partner with communities for a better world.		Connie Seeley		Ongoing	
Ref #	**Objectives**	**Strategies**	**Leaders**	**Target Date**	**Complete**	**Tactics Status**
5.1.	Population Health and Value Based Care [CE Council]		Anthony Masciotra; Jennifer DeVoe; Eric Herman; Emily Barclay	6/30/25		2 6 4 2
5.3.	Establish an OHSU Supplier Diversity Program. [IN Council]		Maulin Patel	6/30/25		1 2 12
Ref #	**Goals**		**Leaders**		**Target Date**	**Complete**
6.	Ensure a sustainable foundational infrastructure.		Bridget Barnes		Ongoing	
Ref #	**Objectives**	**Strategies**	**Leaders**	**Target Date**	**Complete**	**Tactics Status**
6.1.	Institute a consistent, transparent, and sustainable Enterprise-wide information governance and reporting program [IN Council]		Paul Allen; Bridget Barnes; Greg Moawad	6/30/23		4 7
6.2.	Deploy an Enterprise Project Management Office (EPMO) [IN Council]		Wayne Shields; Bridget Barnes; Greg Moawad	6/30/20	6/30/21	
6.3.	Implement a principled and transparent decision-making process for institutional research resource allocation [RE Council]		Susan Hayflick; Deb Cohen; Peter Barr-Gillespie; Daniel Marks	3/31/20		5 3
6.4.	Provide a remote collaboration system to enable effective communication, teaching, healing, and work performance with our partners, students, patients, and employees regardless of location [IN Council]		Bridget Barnes; Greg Moawad	6/30/21		6 1 2
6.6.	Optimize Clinical Operations [CE Council]		Joe Ness; Renee Edwards; Lori James-Nielsen; Kyle King	6/30/23		3 5 10

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Objective 6.1 CANDID

Purpose and Goals

Facilitate transparent, consistent, accessible and reliable data integration, collection and reporting to support pay equity, data-driven decision making and visibility for faculty.

Develop a centralized, refined source of information and tools that:

- Combines multiple existing systems to create an integrated view of key data

- Replaces department-level manual efforts for storing, accessing and using critical information

- Facilitates management of faculty information

CANDID component overview
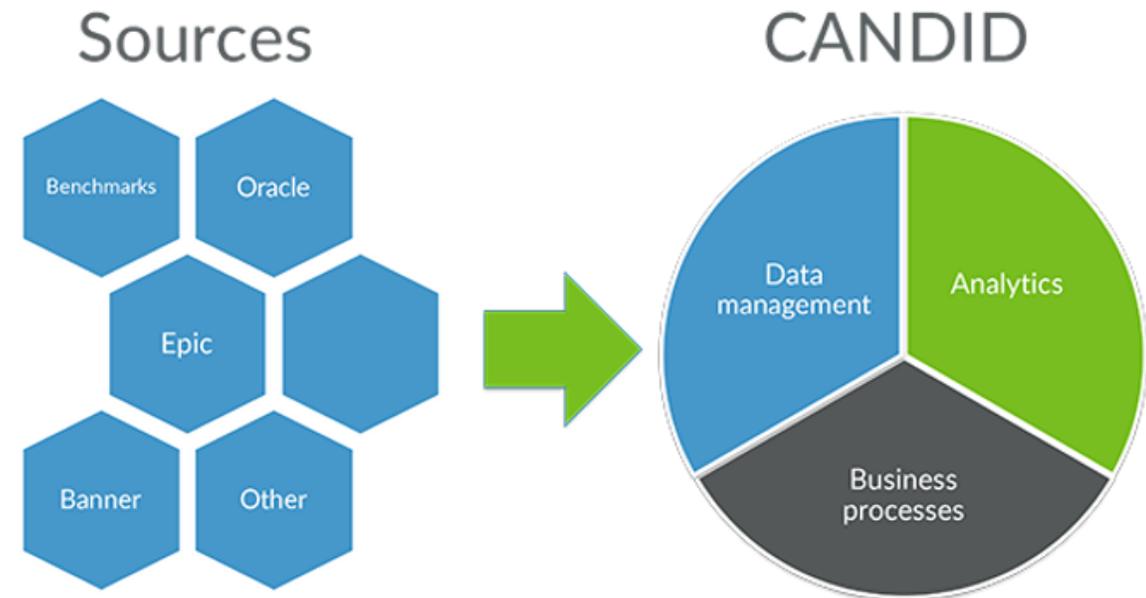
Objective 6.1 CANDID

Accomplishments

- Established advisory and focus groups

- Developed, tested and implemented CANDID application V1.0

- Collected and verified FY23 faculty compensation, mission effort and supporting information

- Established a standard process to generate faculty expectation summaries communicating FY23 compensation and expectations

- Application of all verified FTE and salary changes to Oracle for the first FY23 pay period

- Achieved 100% adoption and use of CANDID by department, school, center and institute administrators
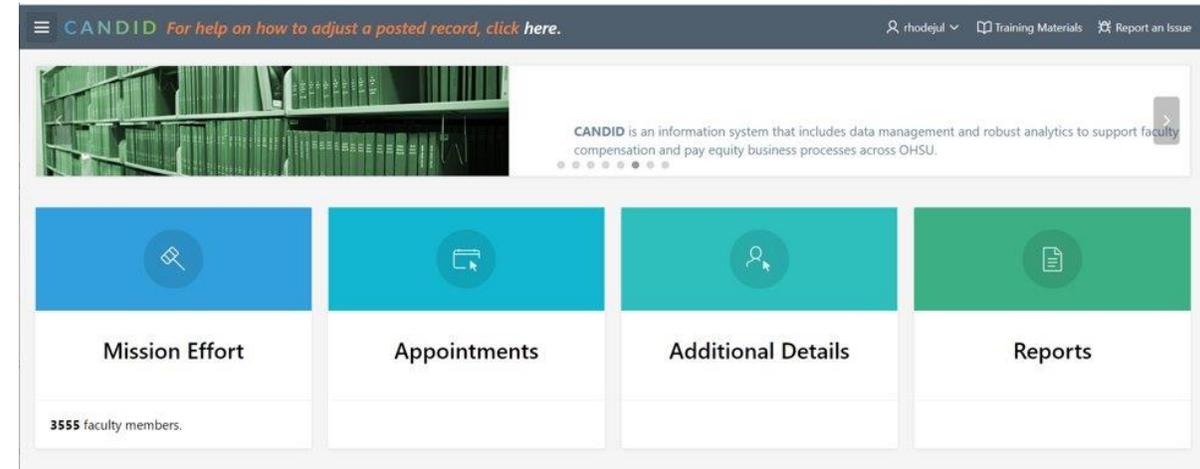
"The support received from the CANDID team was excellent - quick responses, direct, helpful and knowledgeable." - CANDID user

"The application itself ran beautifully and was very user friendly." - Department administrator

Objective 6.1 Data Governance

Purpose and Goals

Through the orchestration of people, processes and technology, we will enable OHSU to leverage data as a strategic asset by:

- Developing an Analytics Marketplace to act as a central hub with the purpose of connecting data consumers to data assets

- Making data findable, accessible, understandable and trusted

Objective 6.1 Data Governance

Accomplishments

- Analytics Marketplace development and implementation

- Information Steward community growth

- Curated Report Catalog content collection and implementation within Analytics Marketplace

- Data Governance Ambassador roles established to facilitate managing content
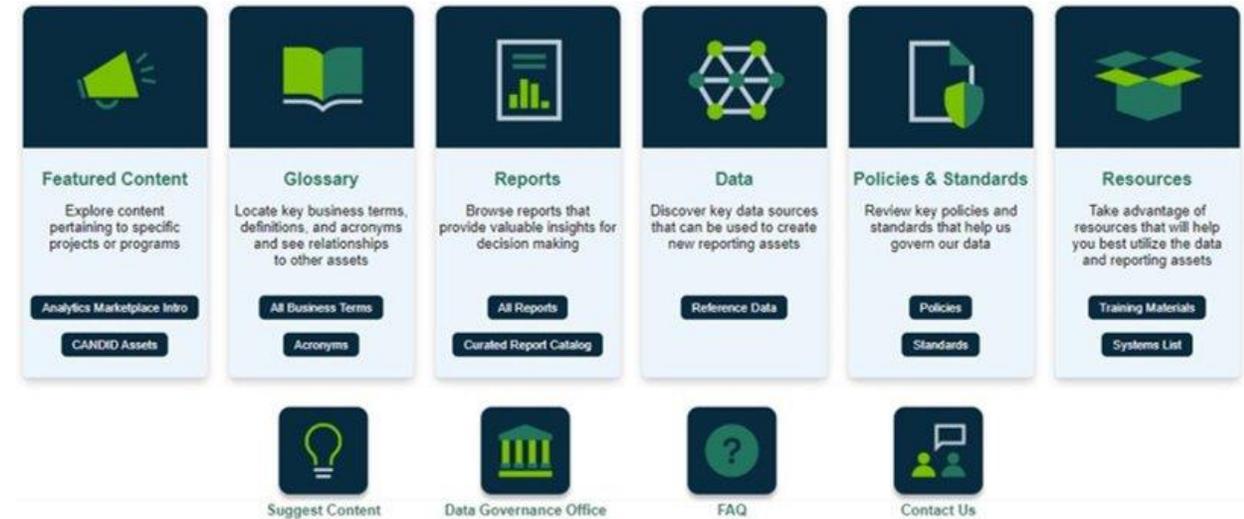
Objective 3.1 Ambulatory Expansion: Connected Care Center

Purpose and Goals

The OHSU Health Connected Care Center (C3) aims to deliver the right care in the right place at the right time. The C3 will ensure a seamless experience for OHSU Health patients, while using resources more effectively and efficiently.

C3 aims to achieve OHSU's Access Goals outlined in the 2025 strategic plan by:
• Improving patient access to care within OHSU Health
• Providing consistent administrative processes so patients arrive prepared for visits
• Effectively utilizing provider and partner site capacity for patient care through C3

Centralized management and optimization of these functional areas creates an **Ambulatory Mission Control** model for OHSU:
• Visit Preparation
• Referral Intake
• Scheduling
• Registration
• Financial Clearance
• Nurse Triage

Status

Phase 1 Connected Care Center is in progress. Clinical Services in Phase 1 include:
1. Digestive Health Center GI Services
2. Neurosurgery
3. Neurology
4. Urology

Timeline

• Fall/Winter 2022: Design Completed for Phase 1 Clinical Services & C3 Operations

• Summer, 2023: Revised Phase I Go-Live Target

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Success Story
Objective 1.17 Flexible Workspace
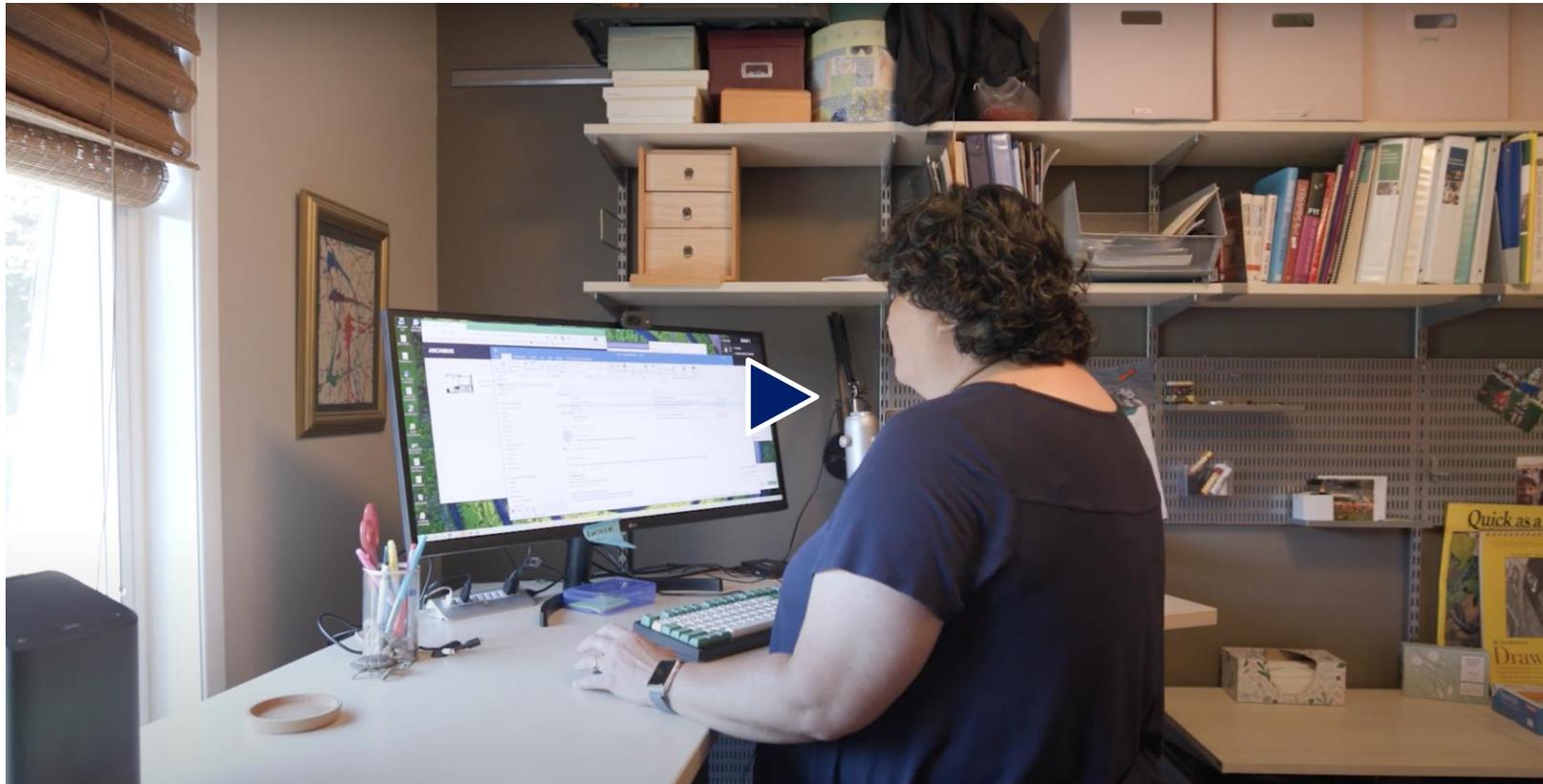
Next Steps

| Check-in w/ objective project managers | Finalize updated objective budgets | Communicate new success stories | Update status as of December, 2022 | Understand annual and quarterly KPIs in a resource constricted space |

Thank You