



# **OHSU Public Board of Directors Meeting**

**Friday, October 25, 2024  
12:30-3:55pm**

YouTube: <https://youtube.com/live/TgktVXw56us?feature=share>

**DIAL-IN**

**1-503-388-9555 Portland, OR**

**1-206-207-1700 Seattle, WA**

**Meeting number (access code): 2865 961 1373**



**OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS MEETING**

**Public Agenda**

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**12:30-3:55pm**

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12:30pm-2:00pm

Call to Order/ Chair's Comments	Chad Paulson, J.D.
Public Testimony	
President's Comments	Danny Jacobs, M.D., M.P.H., FACS
KPMG Report on FY24 Audited Financial Statements	Andrew Corrigan, KPMG Tiffany Orford, KPMG Sandy Catalan
Acceptance of Independent Auditors' Report on FY24 Audited Financial Statements <b>(ACTION)</b>	Chad Paulson, J.D.
FY25 First Quarter Financial Results	Maulin Patel, MBA Sandy Catalan

2:00-2:10pm Break

2:10-3:55pm

Research and Innovation for a Healthy Workforce	Steven Shea, Ph.D. Leslie Hammer, Ph.D.
Annual Integrity Report	Tim Marshall Alex Baldino, J.D.
Presentation of Final Draft of Code-of-Conduct	Tim Marshall
Resolution of Final Draft of Code-of-Conduct <b>(ACTION)</b>	Chad Paulson, J.D.
Resolution Committee Assignments <b>(ACTION)</b>	Chad Paulson, J.D.
Presidential FY25 Goal discussion	Chad Paulson, J.D.
Meeting adjourned	



October 17, 2024

To: Members, OHSU Board of Directors

From: Lawrence J. Furnstahl  
Executive Vice President & Chief Financial Officer

Re: Finance Materials for October 25<sup>th</sup> Meeting

Enclosed are three attachments for the finance section of next Friday's public meeting of the Board of Directors. The first finance topic is KMPG's report on their external audit of FY24 financial statements, the main reason we have back-to-back meetings in September and October. The second topic is FY25 first quarter financial results. Sandy Catalan and Maulin Patel will attend the meeting in my absence.

As outlined in KMPG's presentation (the first attachment), the audit went well and KMPG is prepared to issue an unmodified or "clean" opinion after the Board meeting. Audited financial results are consistent with the unaudited report provided in September—showing an FY24 increase in consolidated net worth of \$181m to \$4.278 billion—with reclassification among line items due to the full consolidation of the Foundation and application of GASB standards for items such as pension and state appropriations.

The audited financial statements themselves (the second attachment, in final draft) run to 112 pages. Pages 4 – 27 include the Management Discussion & Analysis required by GASB accounting rules. This is probably the most helpful section of the audited statements, with the first few pages providing a reconciliation between the management basis of reporting we use internally and with the Board, and the full GAAP basis used in the audited statements. These consolidate the OHSU Foundation on a line-item basis and reclassify several revenue and expenses items between operating and nonoperating categories, all reaching the same total change in net position or net worth.

The third attachment presents FY25 financial results through September, just closed. Total operating income for three months is a loss of \$(9)m on 13% year-over-year revenue growth. This reflects an improvement of \$25m from last year's Q1 loss of \$(34)m, and \$39m from this year's budget. The budgeted Q1 loss of \$(48)m includes \$(18)m of reduction in force (RIF) severance and related costs that we were able to book into FY24 June results. Adjusting for this, Q1 actuals are \$21m ahead of plan.

The improvement shows progress toward Strategic Alignment goals set in the FY25 budget: caring for each patient promptly in the right place and at the right cost structure; meeting demand for complex care that is OHSU's unique role in Oregon; reallocating FTEs toward front-line care; and rigorous control of costs.

Patient activity shows broad-based growth above targets, especially in non-hospital pharmacy and oncology services. Spending in almost all operating areas and institutional accounts (such as hardware/software maintenance and depreciation) is running less than plan, although much of this gain should reverse later in the fiscal year, given tight allocations.

Consolidated net worth is down \$(156)m through September, largely due to implementation of the new GASB 101 accounting standard, which required recording a \$(255)m liability on July 1st for paid leave that cannot be cashed out. Offsetting this non-cash accounting adjustment are very strong stock market returns on equity investments held at OHSU and the Foundation.



# Oregon Health & Science University

## Discussion with the Board of Directors

Audit results and strategy for the year ending June 30, 2024



**Required  
communications to  
those charged with  
governance**

# Audit results required communications and other matters

Matters to communicate		Response
Significant unusual transactions	X	
Uncorrected audit misstatements	X	
Corrected audit misstatements	X	
Financial statement presentation and disclosure omissions	X	
Non-GAAP policies and practices	X	
Auditors' report	✓	Pages 5 – 7
Changes to our risk assessment and planned audit strategy	X	
Significant accounting policies and practices	✓	Page 8
Significant accounting estimates	✓	Estimates appear reasonable
Significant financial statement disclosures	X	
Group audit engagement considerations	✓	Discussed with F&A committee

Matters to communicate		Response
Related parties	X	
Going concern	X	
Other information	✓	Discussed with F&A committee
Subsequent events and other matters	✓	Page 9
Noncompliance with laws and regulations	X	
Significant difficulties encountered during the audit	X	
Significant findings or issues discussed, or the subject of correspondence with management	X	
Management's consultation with other accountants	X	
Disagreements with management	X	
Other significant matters	X	

✓ = Matters to report    X = No matters to report



# Audit results required communications and other matters (continued)

Matters to communicate	
Consultations	We consulted with a KPMG pension specialist and KPMG tax specialists regarding assumptions and disclosures used by OHSU for the Pension Plan and evaluating the tax-exempt status of the entity, respectfully.
Illegal acts or fraud	No actual or suspected fraud involving group or component management, employees with significant roles in the group's system of internal control, or where fraud results in a material misstatement in the financial statements were identified during the audit.
Written communications	Engagement letter, management representation letter, including summary of corrected misstatements, absence of material weakness letter, and required communications with those charged with governance letter under AU-C 260 to be distributed under separate covers.
Independence	KPMG is independent of OHSU and its related entities. In connection with our audit of OHSU and its related entities, KPMG and relevant KPMG professionals have complied with relevant ethical requirements regarding independence, as that term is defined by professional standards.
Inquiries	We have completed our inquiries regarding fraud risk assessment and other relevant topics.



# Auditors' report



## Auditor's report

Reports to be issued:

Financial Statements:

- Independent auditors' report on the financial statements of OHSU as of and for the years ended June 30, 2024 and 2023 under U.S. generally accepted auditing standards (GASB opinion), with required supplementary information (MD&A and pension information) and other supplementary information (Combining schedules)
- Independent auditors' report on the financial statements of OHSU as of and for the years ended June 30, 2024 and 2023 under U.S. generally accepted auditing standards (GASB opinion), with required supplementary information (MD&A and pension information) and other supplementary information (Combining schedules and Institute on Development and Disability (IDD) schedules)
- Independent auditors' report on the financial statements of OHSU as of and for the years ended June 30, 2024 and 2023 under government auditing standards (GAGAS opinion), with required supplementary information (MD&A and pension information).
- Independent auditor's report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards.

# Auditors' report (Continued)



## Matters affecting the form and content of the auditors' report

- There were no modifications of the standard auditors' report.
- Consistent with prior year, there are other matter paragraphs included in our audit reports. Our opinions were not modified in respect of these matters.
- OHSU Financial Statements:
  - Other Matter paragraph on Required Supplementary Information
    - Clarifying that we do not express an opinion on MD&A or supplementary pension information
  - Other Matter paragraph on Supplementary Information
    - Financials without IDD: Clarifying that we express an opinion on the Combining Schedules appended to the financial statements, solely in their relation to the financial statements as a whole
    - Financials with IDD: Clarifying that we express an opinion on the Combining Schedules and the Institute on Development and Disability schedules appended to the financial statements, solely in their relation to the financial statements as a whole
  - Other Matter paragraph on Other Reporting Required by Government Auditing Standards
    - Clarifying that our report on our consideration of the internal control over financial reporting is descriptive in nature and that we do not express an opinion on the effectiveness of those controls.

# Auditors' report (Continued)



## Matters affecting the form and content of the auditors' report

- Debt Compliance Letters related to:
  - The Amended and Restated Master Trust Indenture with The Bank of New York Mellon Trust Company, N.A.
  - Bondholder's Agreement with JP Morgan Chase Bank, N.A.
  - The Bondholder's Agreement with Wells Fargo Municipal Capital Strategies, LLC
  - The Forward Bond Purchase and Bondholder's Agreement with U.S. Bank N.A.
  - The Credit Agreement with U.S. Bank N.A.

# Significant accounting policies and practices

Description of significant accounting policies and practices	Audit findings
<b>Patient Accounts Receivable</b>	Significant management judgment and estimation is involved in determining contractual and bad debt allowances for patient accounts receivable. Reserves are recorded based on historical collectability data.
<b>Investments</b>	<ul style="list-style-type: none"> <li>Investments are measured based upon quoted market prices at the reporting date.</li> <li>Alternative investments are valued at net asset value (NAV), which represents the fair value of the underlying investments of the fund or at fair value.</li> </ul>
<b>Pension</b>	The pension liability is valued at OHSU's proportionate share of the PERS fund balance over the PERS liabilities. It is recorded on a one-year lag. OHSU submits census data each pay period and PERS applies certain assumptions to determine the liability. The PERS liability is determined by Milliman, a third-party actuary.
<b>Litigation</b>	KPMG sent inquiry letters to external counsel. KPMG also discussed outstanding litigation with management. No information was provided that indicated additional liabilities are required to be recorded.
<b>Compliance with debt covenants</b>	Management has provided support indicating compliance with its debt covenants related to financial provisions at June 30, 2024.
<b>Tax Exempt Status</b>	A KPMG tax specialist reviewed the University's exempt tax status and identified no significant financial statement risks related to the status.

# Subsequent events

## Subsequent events and other matters

Status of Legacy Affiliation: On May 30, 2024, Oregon Health and Science University and Legacy Health agreed to the terms of a definitive agreement which sets forth terms by which the Parties would affiliate to create a combined health care system under OHSU as the combined system's sole corporate parent.

The affiliation is subject to regulatory approval.

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# Questions?

For additional information and audit committee resources, including National Audit Committee Peer Exchange series, a Quarterly webcast, and suggested publications, visit the KPMG Audit Committee Institute (ACI) at [www.kpmg.com/ACI](http://www.kpmg.com/ACI)

This presentation to those charged with governance is intended solely for the information and use of those charged with governance and management and is not intended to be and should not be used by anyone other than these specified parties. This presentation is not intended for general use, circulation or publication and should not be published, circulated, reproduced or used for any purpose without our prior written permission in each specific instance.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
(A Component Unit of the State of Oregon)

Financial Statements  
and Supplementary Information

June 30, 2024 and 2023

(Dollars in thousands)

(With Independent Auditors' Report Thereon)

**OREGON HEALTH & SCIENCE UNIVERSITY**  
(A Component Unit of the State of Oregon)

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## Independent Auditors' Report

The Board of Directors  
Oregon Health & Science University

### *Opinions*

We have audited the financial statements of the business-type activities and the aggregate discretely presented component units of Oregon Health & Science University (OHSU), as of and for the years ended June 30, 2024 and 2023, and the related notes to the financial statements, which collectively comprise OHSU's basic financial statements for the years then ended as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and the aggregate discretely presented component units of OHSU as of June 30, 2024 and 2023, and the respective changes in financial position and, where applicable, cash flows thereof for the years then ended in accordance with U.S. generally accepted accounting principles.

### *Basis for Opinions*

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of OHSU and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### *Responsibilities of Management for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with U.S. generally accepted accounting principles, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about OHSU's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of OHSU's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about OHSU's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

*Required Supplementary Information*

U.S. generally accepted accounting principles require that the management's discussion and analysis, the schedule of OHSU's proportionate share of the net pension liability and related ratios, and schedule of defined-benefit pension plan contributions be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

*Supplementary Information*

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise OHSU's basic financial statements. The supplemental information included in schedules 1 through 5 is presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with GAAS. In our opinion, the information is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

 (signed) KPMG LLP

Portland, Oregon  
October 25th, 2024

## OREGON HEALTH & SCIENCE UNIVERSITY

(A Component Unit of the State of Oregon)

Management Discussion and Analysis (Unaudited)

June 30, 2024 and 2023

(Dollars in thousands)

### Introduction

Oregon Health & Science University (OHSU or the University) is Oregon's only public academic health center and one of the only universities in the US devoted exclusively to educating physicians, dentists, nurses, pharmacists, public health professionals and others in healthcare, biology and medicine. It is a national leader in education of health professionals and scientists, advanced biomedical and healthcare research, leading edge patient care, and outreach. As part of its multifaceted public mission, OHSU strives for excellence in education, research and scholarship, clinical practice, and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative, and cooperation among students, faculty, and staff.

The following discussion and analysis provide an overview of the financial activities of OHSU for the year ended June 30, 2024 and should be read in conjunction with the financial statements and related note disclosures. This discussion was prepared by management and is designed to focus on current activities, resulting changes, and current known facts with selective comparative information for the years ended June 30, 2023 and 2022.

### Financial Highlights

To manage its operations and monitor its financial position, OHSU focuses on two key indicators: the total change in OHSU's net position, which includes the Foundation, investment income and other nonoperating items, and the "Total University" operations component of operating income (before consolidation of the Foundation and reclassifications of state appropriations to nonoperating revenues).

The broadest measure of OHSU's financial strength is reflected in net position, the difference between assets and deferred outflows, and liabilities and deferred inflows. OHSU's net position was \$4.3 billion in fiscal year 2024 compared \$4.1 billion in fiscal year 2023 and \$3.9 billion in fiscal year 2022. OHSU's net position increased since the start of the pandemic by a cumulative 18.2% or \$659 million, from \$3.6 billion as of June 30, 2019, to \$4.3 billion as of June 30, 2024. During this period, operating costs rose faster than payment rates, due to inflation, higher labor, pharmacy and medical supply costs, and increased investment in front-line patient care staff. In response, OHSU has focused on increasing capacity and access, especially for patients with complex conditions requiring the unique capacities of Oregon's only public academic health center. In addition, OHSU has implemented cost reduction strategies including supply chain improvements and a reduction in force. The University has also relied on strong investment returns and cumulative federal relief for COVID-19, with the largest funding provided by the CARES Act Provider Relief Fund and Federal Emergency Management Agency (FEMA) Public Assistance Program.

When measuring operating results for the University, OHSU uses a single line "equity method" for the OHSU Foundation. The "equity method" follows the "Total University" column on the combining financial statements included at the end of these financial statements, with gifts recorded when transferred from the Foundation to the University for use and state appropriations included within operating revenues.

The receipt and then spending of large gifts, and accrued expenses for Oregon Public Employees Retirement System (PERS) pension, have caused large swings in OHSU's revenues and expenses over time. Management uses the analysis of adjusted operating income on the following table to track underlying

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performance on a consistent basis where expenses for pension benefits are recorded on a cash basis, rather than an accrual basis, as they were prior to adoption of GASB 68.

**Analysis of Total University Column of Combining Statements of  
Revenues, Expense, and Changes in Net Position**

Years ended June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>	<u>\$ Change</u>	<u>% Change</u>
Patient service revenue, net	\$ 3,668,810	3,337,828	330,982	9.9 %
Other revenues	1,366,498	1,235,075	131,423	10.6
Total operating revenues	<u>5,035,308</u>	<u>4,572,903</u>	<u>462,405</u>	<u>10.1</u>
Salaries, wages, and benefits, net of pension accrual	3,172,162	2,738,646	433,516	15.8
Services, supplies, and other	1,705,262	1,529,699	175,563	11.5
Depreciation and amortization, and interest	255,272	251,603	3,669	1.5
Total operating expenses, net of pension accrual	<u>5,132,696</u>	<u>4,519,948</u>	<u>612,748</u>	<u>13.6</u>
Adjusted operating income (loss)	(97,388)	52,955	(150,343)	283.9
Cash basis pension expense	62,243	53,561	8,682	16.2
Accrual basis pension expense	(75,215)	(37,947)	(37,268)	98.2
Operating income (loss)	<u>(110,360)</u>	<u>68,569</u>	<u>(178,929)</u>	<u>260.9</u>
Investment income and gain(loss) in fair value of investments	267,313	119,421	147,892	123.8
State appropriations	72,886	62,690	10,196	16.3
FEMA public assistance program	104,486	22,576	81,910	362.8
Other nonoperating, Foundation, and eliminations/reclasses	(188,969)	(149,638)	(39,331)	26.3
Total net income (loss) before contributions for capital and other	<u>145,356</u>	<u>123,618</u>	<u>21,738</u>	<u>17.6</u>
Other changes in net position	<u>35,960</u>	<u>25,573</u>	<u>10,387</u>	<u>40.6</u>
Total increase (decrease) in net position	<u>\$ 181,316</u>	<u>149,191</u>	<u>32,125</u>	<u>21.5 %</u>

In fiscal year 2024, OHSU had an adjusted operating loss of \$(97) million compared to an adjusted operating income of \$53 million in fiscal year 2023. Operating revenues increased by 10.1% compared with operating expense growth of 13.6%, net of pension accrual. Adjusting for the PERS pension benefit, the Total University's operating income (loss) was \$(110) million and \$69 million in fiscal years 2024 and 2023, respectively.

Fiscal year 2024 net patient service revenue increased by 9.9% to \$3.7 billion, including \$44 million from Medicare in a one-time settlement of 340b funding underpaid in prior years. Patient activity increased from prior

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year with hospital inpatient admissions increasing by 1%, surgical cases by 5.4%, and ambulatory visits by 6.3%. Despite strong demand for clinical services, the revenue impact has been lower than expected due to high occupancy in both adult inpatient beds and the crowded emergency department.

Fiscal year 2024 salaries, wages, and benefits, net of pension accrual, and services, supplies and other increased by 14.4% to \$4.9 billion, compared to \$4.3 billion in fiscal year 2023. The COVID-19 pandemic proved the importance of robust staffing and pay to retain and recruit nurses, pharmacists, technicians, house officers and other front-line caregivers. In fiscal year 2024 OHSU began a two-year investment in these staff through a combination of higher staffing levels and higher than prior trend pay. This investment is essential for both patients and clinical staff, is consistent with the new Oregon hospital staffing law that OHSU supported and reflects recent collective bargaining agreements and current labor market conditions. Fiscal year 2024 also included a one-time \$15 million expense for a recognition award provided to about 2,000 employees below the executive vice president level, and accrual of \$18 million of severance and other expense related to reductions in force. Fiscal year 2024 included an increase in expense of \$13 million from the PERS plan impact compared to a reduction to expense of a nearly \$16 million in fiscal year 2023.

OHSU's strategy to meet a higher inflation environment includes caring for patients promptly with the right care, in the right setting and at the right cost structure, while advancing toward regional leadership in the tertiary and quaternary care that requires an academic health center with a national-class cancer center. The \$650 million Inpatient Addition project, now under construction for opening in 2026, will add 128 adult beds focusing on cancer and other complex care programs, with shelled space for future expansion.

Fiscal year results reflect the continuing impact of OHSU's Improving Financial Performance (IFP) effort, co-led by the CEO of OHSU Health and the Dean of the School of Medicine and reporting directly to the University President. IFP engages a wide range of faculty and administrative leadership. Major financial improvements have been secured in the work streams of operations and efficiency; pharmacy, imaging and professional services growth; and operating room and procedural growth; as well as university-wide efforts to eliminate vacant positions wherever possible and control hiring with an emphasis on safety, reducing contract labor, and focused growth. OHSU is actively seeking additional revenues, working with public, private, and philanthropic partners to support strategic priorities. Advancing member and clinician wellness is also a key component of continued success.

In April and May 2024, select senior leaders across OHSU's missions completed a comprehensive audit of all current expenses, projects and roles. The executive leadership team reviewed the results and made final decisions about the next steps as one university. These decisions were incorporated into the fiscal year 2025 budget and emphasized proposed changes to invest in patient-facing staff, capitalize on OHSU's unique role as Oregon's public academic health center, secure inflation-appropriate payment rates, and implement rigorous cost reduction. As a part of its cost-reduction strategies, reductions in force have proven necessary, including permanent reductions in the number of staff not directly involved in patient care, focusing on administrative and support positions, and in programs that are non-essential and not fully funded. The intent of this work is to shift our overall strategy to ensure the highest and best use of the services that distinguish OHSU from others and on which Oregon depends.

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OHSU continues to receive strong support from the State of Oregon through State Appropriations and as part of the Intergovernmental Transfer (IGT) partnership with the State of Oregon, which helps secure major funding for the Oregon Health Plan and covers a percentage of the cost of care for Medicaid and other low-income patients. Reflected in operating revenues, this support was \$293 million and \$331 million in fiscal years 2024, and 2023, respectively.

Not included within operating revenues or operating income are investment income and gain (loss) in fair value of investments and FEMA Public Assistance. OHSU recognized investment income and gains in fair value of investments of \$267 million and \$119 million in fiscal years 2024 and 2023, respectively. Returns have been positive across the equity and fixed income markets due to cooling inflation from its post pandemic peak and strong economic and labor market growth throughout the fiscal year. OHSU recorded FEMA grants in nonoperating revenues of \$104 million and \$23 million in fiscal years 2024 and 2023, respectively. These factors have helped to offset the negative operating results and contributed to a total increase in net position of \$181 million, an increase of 21.5% compared to fiscal year 2023.

On May 30, 2024, OHSU and Legacy Health announced that they have signed a binding, definitive agreement to unite as one health system under OHSU Health, subject to various terms and conditions, including regulatory approvals and other actions. With the planned Legacy combination, we anticipate opportunities to advance both OHSU's and Legacy's missions for the benefit of Oregonians and all the communities we serve.

**Results of Operations**

The statements of revenues, expenses, and changes in net position reflect the operational results of OHSU, inclusive of the Foundation. In accordance with generally accepted accounting principles for a government entity, revenues and expenses are classified as either operating or nonoperating.

The University and the Foundation programs and operations are funded through various sources, classified as either operating and nonoperating. For example, state appropriations and FEMA grants are considered nonoperating revenues, but they fund operating expenses and compensate for lost operating revenues. Similarly, Foundation operating expenses, such as transfers to the University, fundraising, and other activities funded in part by endowment investment income, are reported as nonoperating, even though they support operating activities. Additionally, investment income and gains (or losses) in fair value of investments, which are used to support operations, are reported as nonoperating. Meanwhile, the PERS defined benefit pension expense, recognized as an operating activity under GASB 68, reflects prior year PERS systemwide plan investment returns.

**OREGON HEALTH & SCIENCE UNIVERSITY**

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## Management Discussion and Analysis (Unaudited)

June 30, 2024 and 2023

(Dollars in thousands)

Consequently, when evaluating OHSU's overall financial performance, management believes that the net income (loss) before contributions for capital and other, which encompasses both operating and nonoperating revenues, offers the most meaningful indicator of financial performance for the years ended June 30, 2024, 2023, and 2022.

**Condensed Statements of Revenues, Expenses, and Changes in Net Position**

June 30, 2024, 2023 and 2022

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Patient service revenue, net	\$ 3,668,810	3,337,828	2,845,352
Gifts, grants, and contracts	805,564	758,380	782,289
All other operating revenues	403,451	361,094	314,393
Total operating revenues	<u>4,877,825</u>	<u>4,457,302</u>	<u>3,942,034</u>
Salaries, wages, and benefits	3,130,124	2,702,614	2,455,284
Defined-benefit pension	75,215	37,947	23,008
All other operating expenses	1,968,867	1,798,799	1,589,138
Total operating expenses	<u>5,174,206</u>	<u>4,539,360</u>	<u>4,067,430</u>
Operating income (loss)	(296,381)	(82,058)	(125,396)
Other nonoperating revenues (expenses)	264,365	120,410	(134,319)
State appropriations	72,886	62,690	41,240
FEMA	104,486	22,576	42,480
Net income (loss) before contributions for capital and other	145,356	123,618	(175,995)
Other changes in net position	35,960	25,573	25,698
Total change in net position	<u>\$ 181,316</u>	<u>149,191</u>	<u>(150,297)</u>

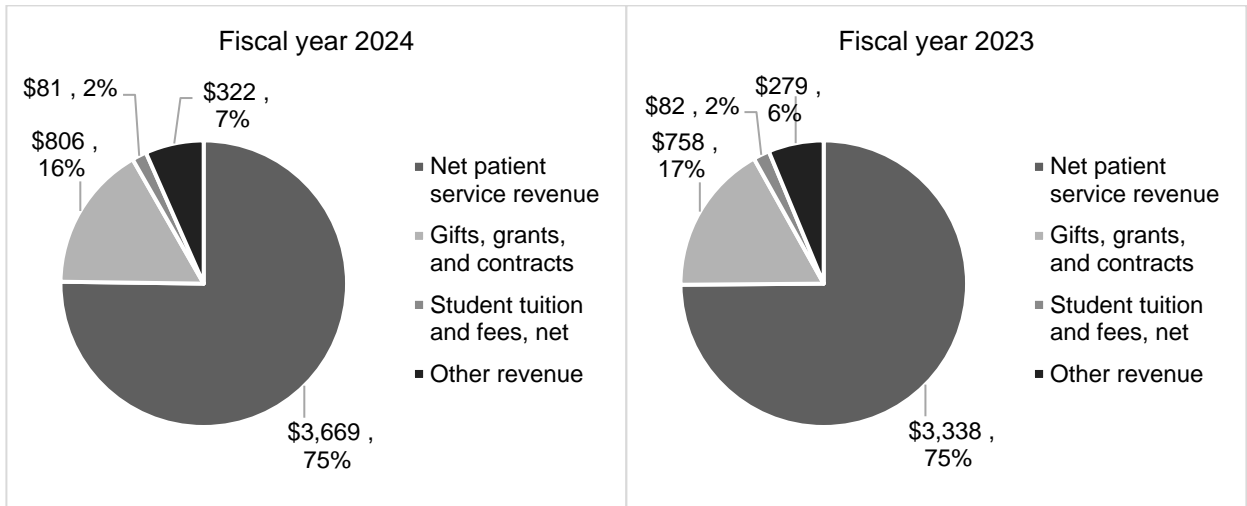
OHSU's consolidated net income before contributions for capital and other was \$145 million and \$124 million in fiscal year 2024 and 2023, respectively. This followed by a loss of \$(176) million in fiscal year 2022.

**Revenues Supporting Core Activities**

OHSU's operating revenues for fiscal year 2024 total \$4.9 billion, an increase of 9.4% from fiscal year 2023 at \$4.5 billion. The increase was driven by patient service revenue, grants, gifts and contracts, and pharmaceutical services.

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**Operating Revenue by Source**  
**Fiscal years 2024 and 2023**  
 (Dollars in millions)



Increases in patient service revenue reflected a 5.7% increase in patient activity when measured by case mix index and outpatient-adjusted admissions. All-payer case mix index remains strong at 2.51.

Grants, gifts, and contracts recorded in fiscal year 2024 were \$806 million, compared to \$758 million in fiscal year 2023. The University continues to report consistent growth in federal government and industry grants, an indicator of the success of OHSU's research and other programs, along with steady increases in medical contracts over the last two fiscal years, reflecting partnerships that extend OHSU programs across the region.

Gifts are recorded at the OHSU Foundation when pledged, and at the University when transferred from the Foundation and applied to program expenditures. The receipt of large gifts pledged in one year, received in cash over time, then spent during subsequent periods, results in significant fluctuation in the gift component of



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OHSU revenues on a combined basis. Gifts from the Foundation continue to provide critical funding to faculty, programs, and academic initiatives.

	<b>Fiscal year ended June 30</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
	(Dollars in thousands)		
University grants and contracts, direct portion	\$ 636,169	593,799	576,415
University grants and contracts, indirect cost recovery	128,133	122,431	113,001
Foundation gifts, net of eliminations, transferred to the University	41,262	42,150	92,873
Total gifts, grants, and contracts	<u>\$ 805,564</u>	<u>758,380</u>	<u>782,289</u>

Student tuition and fees were \$81 million and \$82 million in fiscal years 2024 and 2023, respectively. Fiscal year 2024 marks the eleventh year of the OHSU Tuition Promise. Under this initiative, students enrolled in eligible clinical degree programs pay a tuition rate that is fixed for the remainder of their studies, if they complete the degree within the normal timeframe specified by the program.

Sales, service and other revenue increased in fiscal year 2024 by \$43 million, or 15.3%, from fiscal year 2023 in part from increases in outpatient pharmacy services. OHSU provides pharmaceutical treatment to patients through normal retail sales, as well as more advanced care where patients can obtain specialty drugs delivered to their homes for complex conditions such as autoimmune diseases and organ transplants.

Reported in nonoperating revenues (expenses), fiscal year 2024 and 2023 investment income and fair value of investments was a gain of \$267 and \$119 million, respectively, primarily due to strong investment returns.

State appropriations, reported in other nonoperating revenues (expenses), totaled \$73 million in fiscal year 2024 and \$63 million in 2023. State appropriations support education in the Schools of Nursing, Dentistry, and Medicine, as well as operations of the Child Development and Rehabilitation Center, the Office of Rural Health, and the Poison Center.

OHSU's financials reflect \$104 million and \$23 million of FEMA Public Assistance Program funds in fiscal years 2024 and 2023, respectively. Fiscal year 2022 reflects \$43 million of grants for COVID-19 relief, primarily funded by the CARES Act.

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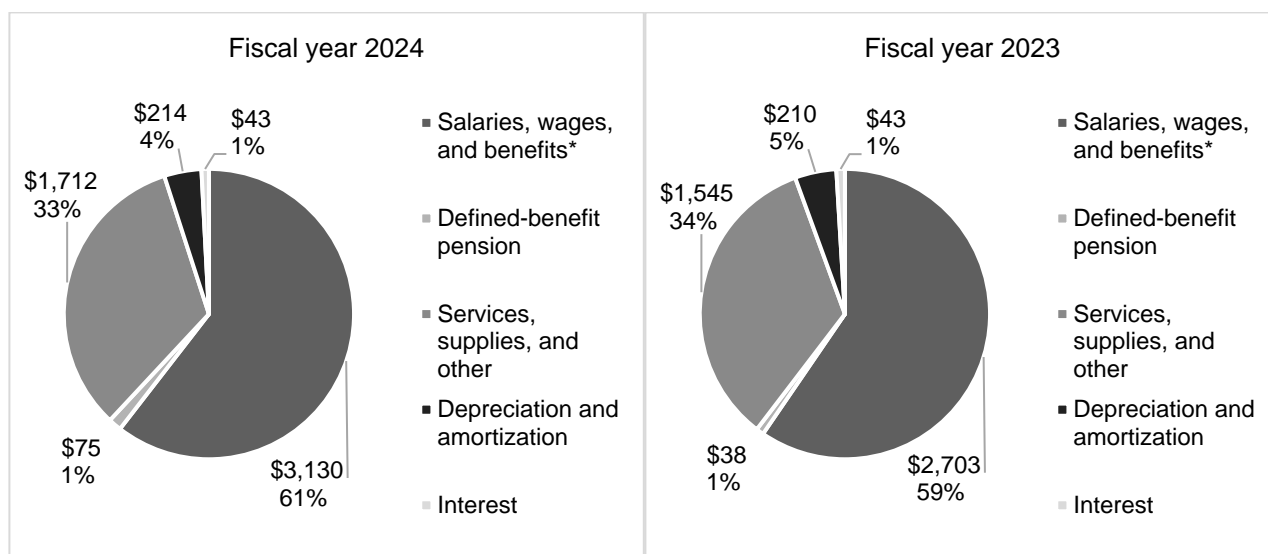
(Dollars in thousands)

**Expenses Associated with Core Activities**

OHSU's total operating expenses on a combined basis increased by \$635 million or 14% in fiscal year 2024 to \$5.2 billion from \$4.5 billion in fiscal year 2023. In fiscal year 2024, expense growth is related to salaries, wages, and benefits, services, supplies and other, and by the defined-benefit pension expense.

**Operating Expenses**  
**Fiscal years 2024 and 2023**

(Dollars in millions)



\* Salaries, wages, and benefits figures include OHSU's proportionate share of the Oregon PERS's net pension expense of \$75 million and \$38 million in fiscal years 2024 and 2023, respectively.

Salaries, wages, and benefits (excluding the impact of defined-benefit pension expense) comprised approximately 61% of total expenses, increasing by \$428 million, or 16%, in 2024 and \$247 million, or 10%, in 2023, respectively. In fiscal year 2024, expenses included various incentives, higher pay rates due to recently ratified contracts for nurses and house officers, and the effects of higher staffing levels due to the new Oregon hospital staffing law, and \$18 million of severance and other expense related to reductions in force.

In fiscal year 2024, the PERS defined-benefit pension expense increased by \$37 million, or 98%, from fiscal year 2023 due to cumulative 2023 and 2022 asset returns less than assumed, generating actuarial investment losses.

Services, supplies, and other expenses increased \$167 million or 11% in fiscal year 2024 and \$202 million or 15% in fiscal year 2023, representing the nonlabor costs associated with program growth, spending on

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pharmaceuticals and medical supplies, and general inflationary pressures impacting all healthcare environments.

Fiscal years 2024 and 2023 also included integrated clinical operations support for Adventist Health Portland at \$16 million and \$11 million, respectively, an affiliate since January 2018, and Tuality (Hillsboro Medical Center) at \$8 million and \$23 million, respectively, a partner since February 2016.

Depreciation and amortization represent the reduction in value of capital assets with the passage of time. In fiscal year 2024, depreciation and amortization increased by \$4 million, or 1.6%, reflecting a slight reduction from prior periods due to capital investment in projects still in process and not yet depreciating, this compared to an increase of \$10 million, or 4.9%, in 2023.

Interest expense increased 0.2% to \$42.9 million in fiscal year 2024 from \$42.8 million in fiscal year 2023. OHSU did not issue bonds in fiscal year 2024. The amount of bonds outstanding decreased due to scheduled amortization of principal, thus leading to a decrease in interest expense on bonds. However, this decrease was offset by the increase in interest expense from leases. The liability balance for long-term leases, including current portion, has increased by 5.1% since prior fiscal year.

**Operating Expenses by Functional Classification**

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Instruction, research, and public service	\$ 700,425	645,399	589,163
Clinical activity	3,511,407	3,054,744	2,710,980
Auxiliary activities	5,454	3,157	2,976
Internal service centers	18,381	16,805	15,420
Student services	28,937	28,394	26,325
Academic support	144,822	103,838	93,247
Institutional support	286,747	298,559	295,856
Operations, maintenance, and other	207,108	140,931	127,443
Direct foundation expenditures	44,055	52,712	37,377
Depreciation and amortization	213,898	210,435	200,611
Defined pension expense (benefit), net of contribution	12,972	(15,614)	(31,968)
Total operating expenses	<u>\$ 5,174,206</u>	<u>4,539,360</u>	<u>4,067,430</u>

**Financial Position**

The statements of net position present the assets and liabilities, deferred inflows of resources and deferred outflows of resources, and net position of OHSU as of a point in time. Net position, the difference between total assets and deferred outflows as compared to total liabilities and deferred inflows, presents the financial position at the end of the fiscal year and is one of the broadest measures of the financial condition of OHSU, while the

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change in net position is an indication of whether the overall financial condition has improved or worsened during the year.

The following table summarizes OHSU's statements of net position for the past two years by major category of assets, liabilities, deferred inflows and outflows, and net position as of June 30, 2024 and 2023.

**Condensed Statements of Net Position**

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Assets:		
Current assets	\$ 1,380,761	1,312,404
Capital assets	2,426,176	2,231,880
Other noncurrent assets	<u>3,128,351</u>	<u>3,192,144</u>
Total assets	6,935,288	6,736,428
Deferred outflows	<u>194,460</u>	<u>185,518</u>
Total assets and deferred outflows	<u>\$ 7,129,748</u>	<u>6,921,946</u>
Liabilities:		
Current liabilities	\$ 716,698	637,202
Noncurrent liabilities	<u>1,924,612</u>	<u>1,843,161</u>
Total liabilities	<u>2,641,310</u>	<u>2,480,363</u>
Deferred inflows	210,160	344,621
Net position:		
Net investment in capital assets	1,219,614	1,215,606
Restricted, expendable	599,596	643,863
Restricted, nonexpendable	369,145	340,236
Unrestricted	<u>2,089,923</u>	<u>1,897,257</u>
Total net position	<u>4,278,278</u>	<u>4,096,962</u>
Total liabilities, deferred outflows, and net position – end of year	<u>\$ 7,129,748</u>	<u>6,921,946</u>

**Assets**

The largest components of OHSU's assets are cash and investments and capital assets, or physical plant.

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*Cash and Investments.* During fiscal year 2024, OHSU's unrestricted and restricted cash and investments increased from \$3.1 billion to \$3.2 billion attributable to operating and investment performance and Foundation activity. Policies set by OHSU and the Foundations dictate how investments are allocated and what risk profiles are assumed. Working capital is primarily invested in short duration, liquid fixed-income assets. Long-term investment strategy, including the investment of endowment funds and the associated spending distribution policy at the OHSU Foundation, is equity oriented, aiming to maximize total return, promote diversification, preserve capital, and provide for cash flow needs of the University.

**Consolidated Asset Allocation of  
Unrestricted and Restricted Cash and Investments**

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Unrestricted cash and investments:			
Cash and cash equivalents	\$ 212,654	230,519	268,173
Fixed income	611,855	663,379	780,465
Public Equity	817,176	639,976	447,096
Private Equity, Marketable Alt., and Other	582,217	543,344	523,927
Subtotal	<u>2,223,902</u>	<u>2,077,218</u>	<u>2,019,661</u>
Restricted cash and investments:			
Cash and cash equivalents	32,054	23,934	29,366
Fixed income	174,693	202,660	182,365
Public Equity	240,799	220,983	206,193
Private Equity, Marketable Alt., and Other	529,765	536,150	532,867
Subtotal	<u>977,311</u>	<u>983,727</u>	<u>950,791</u>
Total	<u>\$ 3,201,213</u>	<u>3,060,945</u>	<u>2,970,452</u>

The unrestricted portion of cash and investments is represented in the calculation of days cash on hand for OHSU. Days cash on hand decreased from 185 days in 2023 to 170 days in 2024, the effect of a 6.9%

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increase in unrestricted operating cash and investments compared to a 15.9% increase in net unrestricted operating expenses.

**Days Unrestricted Cash and Investments on Hand**

June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
OHSU without OHSU Foundation:		
Unrestricted cash and investments	\$ 1,497,752	1,372,178
Less nonoperating cash and investments	<u>(113,890)</u>	<u>(102,554)</u>
Operating cash and investments	<u>\$ 1,383,862</u>	<u>1,269,624</u>
Unrestricted operating expenses:		
Total operating expenses	\$ 4,707,893	4,078,657
Less depreciation and amortization	<u>(212,752)</u>	<u>(209,179)</u>
Net unrestricted operating expenses	<u>\$ 4,495,141</u>	<u>3,869,478</u>
Daily expense	\$ 12,315	10,601
Days cash on hand	112	120
OHSU plus OHSU Foundation:		
Unrestricted cash and investments	\$ 2,223,902	2,077,218
Less nonoperating cash and investments	<u>(113,890)</u>	<u>(102,554)</u>
Operating cash and investments	<u>\$ 2,110,012</u>	<u>1,974,664</u>
Unrestricted operating expenses:		
Total operating expenses	\$ 4,736,431	4,113,683
Less depreciation and amortization	<u>(213,898)</u>	<u>(210,435)</u>
Net unrestricted operating expenses	<u>\$ 4,522,533</u>	<u>3,903,248</u>
Daily expense	\$ 12,391	10,694
Days cash on hand	170	185

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The following table presents the days unrestricted cash on hand for OHSU as of fiscal years ended June 30, 2024 and 2023, calculated with the removal of pension adjustments due to the adoption of GASB 68.

**Days Unrestricted Cash and Investments on Hand Pre-GASB 68 Adjustment**

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
OHSU plus OHSU Foundation:		
Operating cash and investments	\$ 2,110,012	1,974,664
Net unrestricted operating expenses	\$ 4,522,533	3,903,248
Pension adjustment GASB 68 <sup>(1)</sup>	<u>(12,972)</u>	<u>15,614</u>
Adjusted net unrestricted operating expenses	<u>\$ 4,509,561</u>	<u>3,918,862</u>
Daily expense	\$ 12,355	10,737
Days cash on hand (pre-GASB 68) <sup>(1)</sup>	171	184

<sup>(1)</sup> OHSU's proportionate share of the Oregon PERS's adjustment resulted in a net operating loss of (\$12,972) and net operating gain of \$15,614 for fiscal years 2024 and 2023, respectively. Removing the pension adjustment results in days cash on hand of 171 and 184 on a pre-GASB 68 basis for fiscal years 2024 and 2023, respectively.

*Capital Assets.* Capital investments in patient care, research, education, and outreach are scaled and paced to available funding from operating earnings and philanthropy. Capital assets, net of accumulated depreciation, increased by \$194 million and \$51 million, respectively, during fiscal years 2024 and 2023. In fiscal year 2024, capital expenditures included the continued construction of the OHSU Hospital Expansion Project along with capital for replacement, infrastructure, right-of-use assets, and new capacities. Lease and subscription-based information technology assets, net of accumulated depreciation, of \$113 million and \$105 million, during fiscal years 2024 and 2023, respectively, are recorded with capital assets.

**Liabilities**

Total liabilities increased by \$161 million, or 6.5%, in fiscal year 2024 and \$58 million, or 2.4%, in fiscal year 2023. In fiscal year 2024, increases in current and noncurrent liabilities were primarily related to salaries, wages and benefits, payable and accrued expenses and the pension liability.

Current liabilities consist of the current portion of long-term debt, long-term leases and self-funded insurance, accounts payable and accrued expenses, salaries, wages, and benefits, and unearned revenue. In fiscal year 2024, current liabilities reflected an increase of \$79 million due to primarily to accounts payable and accrued expenses, accrued salaries, wages and benefits, and compensated absences payable, inclusive of the \$18 million of severance and related expenses due to reductions in force.

Noncurrent liabilities consist of the long-term portion less the current portion of debt, leases, and self-funded insurance, life income agreements, and pension liability. Noncurrent liabilities increased \$81 million or 4.4% in

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fiscal year 2024 due to an increase in the pension liability of \$116 million, offset by a reduction in long-term debt and other noncurrent liabilities.

*Debt Management.* At the close of fiscal years 2024, OHSU had approximately \$1,250 million in long-term debt and \$97 million in long-term leases, for a total of \$1,347 million outstanding. In the previous fiscal year 2023, OHSU had approximately \$1,288 million in long-term debt and \$93 million in long-term leases, for a total of \$1,381 million outstanding. Of the total \$1,347 million in long-term debt and long-term leases outstanding at the end of 2024, \$1,310 million is considered noncurrent and \$37 million is considered current and due within one year. OHSU continues to maintain its Standard & Poor's and Fitch ratings of AA-and Moody's rating of Aa3 for its rated bonds.

One measure of the degree of leverage on the University's statements of net position is the ratio of total long-term debt and leases to net position, shown below. Leverage, according to this metric, decreased from 0.34 in 2023 to 0.31 in 2024.

	<u>2024</u>	<u>2023</u>
	(Dollars in millions)	
Total long-term debt and leases	\$ 1,347	1,381
Net position	<u>4,278</u>	<u>4,097</u>
Total long-term debt and leases to net position	<u>\$ 0.31</u>	<u>0.34</u>

*Annual Debt Service Coverage.* The annual debt service coverage ratio for an entity represents the amount of cash flow available to meet the annual principal and interest payment on debt. Per bond covenants, OHSU's Credit Group must maintain an annual debt service coverage ratio of 1.10 times or greater in accordance with its Master Trust Indenture. OHSU's direct placement bonds have similar annual debt service coverage ratio requirements that must meet or exceed 1.0 or 1.10. The University continues to exceed these minimum requirements with ratios of 2.43 in fiscal year 2024, and 3.51 in fiscal year 2023.

**Calculation of Annual Debt Service Coverage Ratio – Unrestricted**

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Total excess of revenues over expenses, before contributions for capital and other	\$ 145,356	123,618
Add/subtract restricted net loss/gain	<u>32,153</u>	<u>68,808</u>
Unrestricted excess of revenues over expenses	<u>177,509</u>	<u>192,426</u>



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**Calculation of Annual Debt Service Coverage Ratio – Unrestricted**

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Adjustments:		
Depreciation and amortization	\$ 213,898	210,435
Interest expense	42,873	42,798
Net unrealized (gain) loss in fair value of investments	(167,472)	(76,777)
Loss on termination of swap agreement	—	2,766
Loss on disposal of assets	3,526	(6)
	<u>92,825</u>	<u>179,216</u>
Income available for debt service	<u>\$ 270,334</u>	<u>371,642</u>
Annual debt service <sup>(1)</sup>	\$ 111,406	105,789
Annual debt service coverage	2.43	3.51

<sup>(1)</sup> "Annual debt service" is the aggregate amount of principal and interest scheduled to become due and payable on long-term debt and long-term leases during the fiscal year.

The following table presents the annual debt service coverage ratio for fiscal years 2024 and 2023, calculated with the removal of pension adjustments due to the adoption of GASB 68.

**Calculation of Annual Debt Service Coverage Ratio – Unrestricted  
Pre-GASB 68 Adjustment**

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Income available for debt service	\$ 270,334	371,642
Pension adjustment GASB 68	12,972	(15,614)
Adjusted income available for debt service	<u>\$ 283,306</u>	<u>356,028</u>
Annual debt service	\$ 111,406	105,789
Annual debt service coverage (pre-GASB 68) <sup>(2)</sup>	2.54	3.37

<sup>(2)</sup> OHSU's proportionate share of Oregon PERS's adjustment resulted in a net operating loss of \$(12,972) and operating gain of \$15,614 for fiscal years 2024 and 2023, respectively. Removing the pension adjustment results in an annual debt service coverage ratio of 2.54 and 3.37 on a pre-GASB 68 basis for fiscal years 2024 and 2023, respectively.

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**Deferred Inflows and Outflows**

Under GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*, certain deferred outflows are presented below assets and certain deferred inflows are presented below liabilities.

Deferred outflow of resources on the statements of net position represents the consumption of net assets attributable to a future period and are primarily associated with OHSU's obligations for the PERS defined pension plan, other postemployment benefits and debt.

In fiscal year 2024, deferred outflows are \$194 million, an increase of \$9 million, primarily due to assumption changes associated with the PERS defined pension obligation. Contributions made post measurement date are also reflected in deferred outflows. In fiscal year 2024, OHSU's contributions to the pension plan were \$62 million. In fiscal year 2023, OHSU's contributions were \$64 million, which included an additional \$10 million in excess contribution above the contractually required \$54 million.

Losses and gains on refunding of debt are amortized over the shorter of the life of the new debt or the remaining life of the old debt or the mandatory tender date, when applicable. Absent any refunding activity, these numbers will slowly decline. OHSU has both deferred gains and losses. The deferred loss on refunding of debt of \$21.6 million in 2024 and \$25.4 million in 2023 is reported in the deferred outflows section below assets. The deferred gain on refunding of debt of \$0.6 million in 2024 and \$0.8 million in 2023 is reported in the deferred inflows section below liabilities.

Deferred inflow of resources on the statements of net position represents the acquisition of net assets attributable to a future period and are associated with OHSU's obligations for the PERS defined pension plan, other postemployment benefits, pending funds, and life income agreements.

In fiscal year 2024, deferred inflows are \$210 million, a decrease of \$134 million, primarily due to the change in defined pension obligation and pending funds. Deferred inflows related to pension activities for fiscal years 2024 and 2023 were \$48 million and \$141 million, respectively, representing differences between projected and actual earnings on investments and changes in OHSU's proportionate share. The remaining reduction in deferred inflows of \$43 million related to the pending funds. As background, the Foundation established a pending fund to record a deposit received in 2015. Per agreement with the donors, the pending fund may only be used to either satisfy existing pledge obligations with the Foundation or to make a new gift in support of OHSU, when designated by the donors. The Foundation held \$121 million and \$164 million recorded as fiduciary funds for the benefit of OHSU, in the pending fund at June 30, 2024 and 2023, respectively. During fiscal year 2024 the donor applied a \$54 million withdrawal from pending fund to an existing pledge commitment.

**Net Position**

As mentioned previously, total net position increased by \$181 million and \$149 million, in fiscal years 2024 and 2023 respectively. In fiscal year 2024, the increase in net position occurred within net investments in capital assets and unrestricted. Unrestricted net position, which is 49% of OHSU's total net position, increased by \$193 million in 2024 due to strong investment returns and federal relief for COVID-19. The increase in fiscal year 2023 was primarily due to positive operating income, strong investment returns and federal relief for

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COVID-19. Restricted net position, which is 23% of OHSU's total net position, decreased by \$15 million in 2024 primarily driven by programmatic spending on research and academic programs.

When evaluating OHSU's net position, it is important to note that OHSU's Marquam Hill property is leased from the State for renewable 99-year periods, at a lease payment equal to the debt service on bonds outstanding at the time of OHSU's separation from the Oregon University System. As that debt service is relatively low, the capitalized net present value of those lease payments is significantly less than the fair value of the included land and buildings.

**OHSU Missions**

OHSU's strategic plan, called OHSU 2025, is built around OHSU's vision: "OHSU will partner to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of all Oregonians and beyond."

Six goals – timeless aspirations – form the basis of the plan:

1. Building a diverse, equitable environment where all can thrive and excel.
2. Being the destination for transformational learning.
3. Enhancing health and healthcare in every community.
4. Discovering and innovating to advance science and optimize health worldwide.
5. Partnering with communities for a better world.
6. Ensuring a sustainable foundational infrastructure.

These goals span OHSU's missions, supported by objectives that are focused on identifying new ways to understand disease, treat illness, and train the next generation of scientists and health professionals. They begin with OHSU's commitment to listen to what communities – across Oregon and beyond – need from OHSU, and end with our commitment to the people who will respond to those needs and make this work a reality.

OHSU 2025 reflects not only the breadth and complexity of the state's only academic health center but also the challenges in health and science that OHSU must address. The plan was developed from the ground up with more than 5,000 OHSU members contributing, providing input on OHSU's future picture, shaping the plan's goals, and developing detail around its objectives and tactics.

The following sections highlight achievements for each of the missions.

**OHSU Education**

A foundation of OHSU's mission is the education and training of dentists, nurses, physicians, physician assistants, other health professionals, and biomedical scientists, through a broad range of undergraduate and graduate programs that provide healthcare and biomedical workforce for Oregon and beyond. Educational

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programs are conducted on the OHSU campus in Portland, online, and at various locations throughout the State. Collaborative programs enable OHSU to offer a joint Doctor of Pharmacy degree through an affiliation with Oregon State University (OSU). In addition, in partnership with Oregon Institute of Technology (OIT), OHSU offers a joint BS degree in Medical Laboratory Science, a joint BS degree in Emergency Medical Services Management, a joint Associate of Applied Science degree in Emergency Medical Technology–Paramedic as well as a joint Doctor of Physical Therapy. OHSU also offers a joint Master of Business Administration in Health Care Management with Portland State University (PSU) and has also established a joint School of Public Health with PSU comprising several undergraduate and graduate programs including Bachelor degrees, Graduate Certificates, Master of Science, Master of Public Health, and PhD programs.

As of the fall 2023 term, OHSU had 2877 students enrolled in its various programs (excluding students enrolled in the joint Pharm.D. degree program with OSU, the joint degree programs with OIT and the School of Public Health joint degree students registered by PSU). The following table sets forth the number of students enrolled in OHSU’s programs for each of the past three academic years.

**Fall Headcount Enrollment <sup>(a)</sup>  
For Programs in the Years Indicated**

	<u>2023/2024</u>	<u>2022/2023</u>	<u>2021/2022</u>
School of Dentistry:			
Graduate	\$ 27	28	28
Professional	285	286	288
Subtotal	<u>312</u>	<u>314</u>	<u>316</u>
School of Medicine:			
Undergraduate	19	18	18
Graduate	676	666	706
Professional	549	572	597
Subtotal	<u>1,244</u>	<u>1,256</u>	<u>1,321</u>
School of Nursing:			
Undergraduate	769	734	765
Graduate	70	51	59
Professional	221	224	227
Subtotal	<u>1,060</u>	<u>1,009</u>	<u>1,051</u>

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**Fall Headcount Enrollment <sup>(a)</sup>  
For Programs in the Years Indicated**

	<u>2023/2024</u>	<u>2022/2023</u>	<u>2021/2022</u>
School of Public Health:			
Graduate	\$ 261	291	296
Total	\$ 2,877	2,870	2,984

<sup>(a)</sup> This table excludes interns, residents, and trainees. This table also excludes students enrolled in the joint Pharm.D. degree program with OSU, the joint programs with OIT and the School of Public Health joint degree students registered by PSU.

**OHSU Research**

OHSU is a national leader in many fields of research, including neuroscience; cancer research; hearing; microbiology; ophthalmology; infectious diseases and immunology; reproductive biology; atomic, molecular, cellular, and tissue imaging; and evidence-based medicine. In the state of Oregon, OHSU research projects received 73% of the grants made by the National Institutes of Health (NIH), with the next largest recipient in Oregon receiving 10%. In fiscal year 2024, OHSU was ranked 34th out of the 2,189 entities that received funding from the NIH. Faculty members include 5 members of the National Academy of Sciences and 10 members of the National Academy of Medicine as well as a Howard Hughes Medical Institute investigator. Researchers at OHSU have developed many of the leading advances in medicine, including the first artificial heart valve, the first percutaneous angioplasty procedure, the first molecularly targeted cancer therapy (Gleevec®), and pioneering use of optical coherence tomography.

OHSU's many institutes are nationally and internationally recognized, including the Knight Cancer Institute, the only National Cancer Institute designated Comprehensive Cancer Center in Oregon; the Vollum Institute, privately endowed and dedicated to basic science research that has led to new treatments for neurological and psychiatric diseases; and the Casey Eye Institute, a world-recognized academic regional eye center that attracts top specialists from around the globe. OHSU's Pacific Northwest Cryo-EM Center is one of three NIH-designated national centers, providing technology and training for an imaging technique that is revolutionizing structural biology. OHSU's West Campus is home to the Vaccine and Gene Therapy Institute, which focuses on serious viral disease threats and programs intended to span the continuum between basic and clinical science, where discoveries are rapidly advanced from the level of molecular and cellular biology through animal models and ultimately into clinical testing, and the Oregon National Primate Research Center, one of the seven National Primate Research Centers supported by the National Institutes of Health. Their world-class translational research programs focus on current, developing, and projected high-priority human medical needs that are projected to increase in importance over the coming decades, including reproductive health, neurological sciences, metabolic health, and genetics, among others.

OHSU actively pursues private and public partnerships on important and innovative research projects to supplement federal funding, with corporate partners such as Thermo Fisher Scientific's Analytical Instrumentals Segment, a leading electronic microscopy company, and other major information technology and life sciences

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companies, and with academic partners such as Portland State University, Oregon State University, University of Oregon, Pacific Northwest National Laboratory, and Lawrence Berkeley National Laboratory.

Although the COVID-19 pandemic disrupted science at OHSU, as it did around the world, the institution continued to thrive in many areas and accomplished many extraordinary things. Despite the challenges, OHSU had another strong year, receiving nearly \$563 million in externally sponsored awards for fiscal year 2024.

OHSU researchers made significant advances and discoveries that could have lasting impacts on the health and well-being of people across the globe. Below are a few highlights from fiscal year 2024.

A team of researchers at OHSU were awarded a landmark five-year, \$16.4 million grant from the National Institute of Mental Health to develop and test data-driven approaches that can more precisely predict mental health diagnoses and outcomes in children. For over a decade, experts at the OHSU Center for Mental Health Innovation have used machine learning to develop advanced computational models that can improve clinical prediction of a variety of mental health conditions across childhood and adolescence, including ADHD, anxiety, depression and substance use disorder. After demonstrating the models' success in the lab, the grant takes the work of OHSU scientists to the next level by allowing the team to transition its research algorithms to a clinical setting and determine the real-world effects they may have on clinical decisions and mental health outcomes.

New research from OHSU for the first time reveals the function of a little-understood junction between cells in the brain that could have important treatment implications for conditions ranging from multiple sclerosis to Alzheimer's disease to a type of brain cancer known as glioma. The study was published in the journal *Nature Neuroscience*. Neuroscientists focused on the junction, or synapse, connecting neurons to a non-neuronal cell, known as oligodendrocyte precursor cells, or OPCs. OPCs can differentiate into oligodendrocytes, which produce a sheath around nerves known as myelin. Myelin is the protective sheath covering each nerve cell's axon – the threadlike portion of a cell that transmits electrical signals between cells. The study found that these synapses play a pivotal role in producing that myelin. The fact that these synapses exist at all was the subject of a landmark discovery by OHSU researchers at the Vollum published in the journal *Nature* in May 2000. Until that point, synapses in the brain had been known only to carry neurotransmitters between neurons, so the discovery of a synapse between neurons and OPCs came as a revelation. Scientists tackled the problem by using single-cell imaging of live tissue in zebrafish, whose transparent bodies enable researchers to see the inner workings of their central nervous system in real time. Using powerful new tools in imaging, pharmacology and gene editing, researchers were able to use neuron-OPC synapses to predict the timing and location of the formation of myelin.

A team of researchers at OHSU received \$2 million in grant funding from the National Institutes of Health to expand its ongoing work investigating respiratory health outcomes in children with the Environmental Influences on Child Health Outcomes program, or ECHO. ECHO aims to understand the effects of a broad range of early environmental influences on child health and development and identify opportunities to improve child health and well-being across their lifespan. The program studies the effects of environmental influences on five key areas of health: pregnancy and birth, breathing, body weight, neurodevelopment and well-being. Since joining ECHO in 2016, OHSU has focused on respiratory health. Researchers have followed 360 mother-child pairs to assess how smoke exposure has affected their lung function and respiratory health. The additional funding will allow OHSU to continue following the existing cohort of participants until they are 21 years old. Additionally, the

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funding will enable the addition of new pregnant participants, which will allow the study of new exposures of concern during pregnancy – such as electronic cigarettes, marijuana and the effects of climate change – as well as how outcomes are influenced by societal factors.

Another example of OHSU's pursuit of partnerships is the research and healthcare partnership with GE Healthcare. OHSU and GE HealthCare have developed a long-standing and productive collaboration spanning multiple areas to develop and implement new healthcare and research solutions. OHSU has been instrumental in helping GE HealthCare rapidly implement real-time capacity tracking capability across Oregon through OHSU's Mission Control. This tool provided critical occupancy information that enabled both large health systems and smaller rural hospitals across the state to maximize resources during the early days of the COVID pandemic. It has now transformed into the Oregon Capacity System operated by Apprise Health Insights in partnership with GE HealthCare and continues to serve as a critical capacity tool across the state. From the research perspective, the GE HealthCare collaboration also includes significant cardiovascular projects including cardiovascular imaging, interventional cardiology, and electrophysiology. These efforts are focused on improving myocardial imaging, developing new approaches in structural cardiology, and using informatics and artificial intelligence in the treatment of arrhythmias. The collaboration is also developing novel concepts to improve how innovative cardiac procedures are taught and performed.

**OHSU Healthcare**

OHSU is home to Oregon's only major academic health center, which serves a multistate area with tertiary and quaternary healthcare services from its campus in Portland, Oregon, where it operates two hospitals, OHSU Hospital and OHSU Doernbecher Children's Hospital (OHSU Hospital or the Hospital), with 576 licensed beds. During 2024, the OHSU Hospital represented 7.8% of the available beds and 11.2% of the filled beds for the entire State. The OHSU Hospital had an 88% occupancy rate for available beds in 2024, compared to the Oregon statewide average of 61% according to the Oregon Association of Hospitals and Health Systems' Oregon DataBank. As an academic health center, OHSU's professional staff is composed primarily of the faculty of OHSU's School of Medicine. The OHSU Practice Plan (OPP) is the largest organized clinical practice in Oregon. As of June 30, 2024, there were over 1,860 active faculty practice plan members, including

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physicians, nurse practitioners, physician assistants, and other licensed independent practitioners from across all medical specialties.

OHSU Patient Activity	Fiscal year ended June 30			Variance	
	2024	2023	2022	2024 v 2023	2023 v 2022
Inpatient admissions	\$ 27,713	27,446	26,327	1.0 %	4.3 %
Average length of stay	7.03	7.02	6.76	0.1	3.9
Average daily census	493	487	464	1.2	5.1
Day/observation patients	48,538	45,954	41,595	5.6	10.5
Emergency visits	56,441	54,748	50,268	3.1	8.9
Ambulatory visits	1,210,547	1,139,073	1,102,857	6.3	3.3
Surgical cases	37,150	35,257	32,273	5.4	9.2
Casemix index	2.51	2.52	2.48	(0.4)	1.8
Outpatient share of activity	58.3 %	56.2 %	57.2 %	3.7	(1.8)
CM/OP adjusted admissions	166,861	157,853	152,389	5.7	3.6

In addition to its tertiary care focus in Portland, OHSU is working with other healthcare providers noted below to leverage expertise and resources throughout Oregon.

**Adventist Health.** Adventist Health Portland and OHSU finalized an agreement to integrate their clinical activities and services in the Portland metropolitan area through an affiliation effective January 1, 2018. This agreement makes OHSU and Adventist Health Portland part of the same Portland metropolitan health system, bringing together Adventist's healthcare enterprise that includes a 302-licensed bed medical center, 27 medical clinics, and home care and hospice services in the Portland-Vancouver metro area. Under this affiliation, OHSU and Adventist Health will share a bottom line and operate as a unified system. The agreement does not include OHSU's research and education missions. The other 20 Adventist Health hospitals in the western United States are also excluded from the agreement. Each organization will retain its existing hospital licenses, capital assets, and employees. Each entity will continue to maintain its own mission and culture but together will seek to transform access and the delivery of health to Oregonians through a unified clinical enterprise and shared brand experience.

**Tuality Healthcare.** On February 1, 2016, OHSU affiliated with Tuality through the execution of a management agreement (the Tuality Agreement) between the organizations. Tuality owns and operates Tuality Community Hospital, a 215-licensed-bed acute care hospital located in Hillsboro, Oregon. Under the Tuality Agreement, OHSU agrees to oversee the unified and integrated clinical enterprises of OHSU and Tuality as a single, integrated economic unit. OHSU and Tuality remain as separate entities, own their own assets and continue to be the licensed operators of their own facilities. Under the Tuality Agreement, OHSU agrees to be responsible for Tuality's operating income and loss, including making cash payments to Tuality in an amount equal to any Tuality operating loss, in the manner specified in the Tuality Agreement. Tuality is a component unit of OHSU as OHSU approves Tuality's annual operating budget. Since Tuality has a separate board of directors and they do not provide services exclusively to OHSU, they are presented as a discretely presented component unit of OHSU. In November 2019, Tuality adopted a new public-facing name, Hillsboro Medical Center.



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**Columbia Memorial Hospital.** OHSU and Columbia Memorial Hospital (CMH) in Astoria, Oregon, have collaborated on programs, including cardiology and cancer, offering chemotherapy, imaging, pharmacy, and other services for individuals on the North Oregon Coast. OHSU and CMH jointly organize and operate an Oncology Collaboration, including a 19,600-square-foot comprehensive cancer treatment center and specialty clinic, with radiation therapy. CMH owns and operates the cancer treatment center, opened in October 2017, under its license while OHSU has provided the professional services and medical direction through OHSU-employed physicians.

**OHSU Foundation**

OHSU has one designated independent nonprofit foundation – the Oregon Health & Science University Foundation (OHSU Foundation, the Foundation). The Foundation exists to secure private philanthropic support to advance OHSU’s vital missions and to invest and manage gifts responsibly to honor donors’ wishes.

The Foundation is an Oregon nonprofit corporation promoting the charitable, scientific, and educational purposes of OHSU. The Foundation is a component unit of OHSU for financial reporting purposes but is not part of the OHSU Obligated Group established pursuant to the Master Indenture, which currently consists solely of OHSU. The Foundation has a self-perpetuating board of trustees, on which the OHSU president sits as an ex officio voting member. OHSU Foundation is tax-exempt under Section 501(c)(3) of the Internal Revenue Code.

As OHSU’s designated foundation, all development activities conducted by the Foundation must be coordinated with OHSU. In accepting gifts, the Foundation must obtain OHSU approval for all endowments and any gifts that result in new programs. In addition, if the Foundation was dissolved or if the OHSU president were to revoke recognition of the Foundation as an OHSU-designated foundation, the assets of such foundation would, within the limits of legal and fiduciary rights, be distributed to OHSU, its successor in interest, or to another entity recognized by OHSU as an institutional foundation. These interrelated functions and requirements have been further confirmed and implemented in the articles and bylaws of the Foundation. The table below identifies major gifts, which are reported as required under the Council for Advancement and Support of Education (CASE) Reporting Standards and Management Guidelines, which may differ from recognition rules under governmental accounting standards.

<b>Amount</b>	<b>OHSU major gifts description</b>	<b>Fiscal year</b>
\$10.3 million	Center for Pancreatic Health gift	2021–22
\$14.2 million	HIV and TB vaccine using CMV platform grant	2020–21
\$10 million	OHSU-UO Center for Biomedical Data Science gift	2019–20
\$25 million	OHSU and Doernbecher Children’s Hospital gift	2017–18
\$14.7 million	SMMART Trials grant	2017–18
\$15 million	Center for Pancreatic Health gift	2016–17
\$15 million	Casey Eye Institute gift	2015–16
\$12 million	Gary and Christine Rood Family Pavilion gift	2015–16

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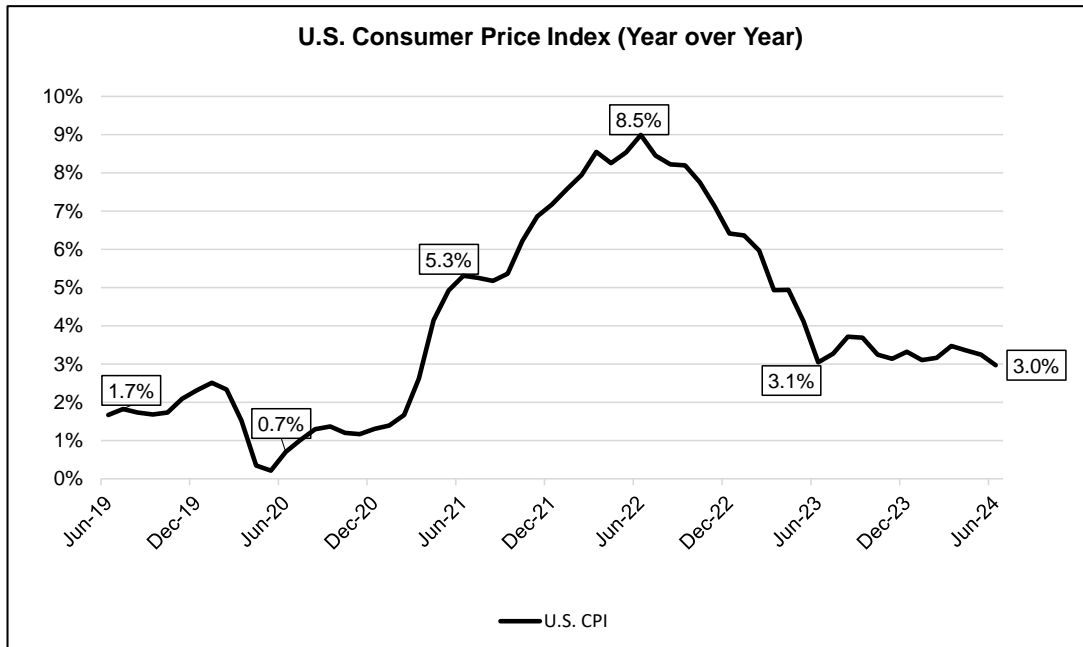
June 30, 2024 and 2023

(Dollars in thousands)

Amount	OHSU major gifts description	Fiscal year
\$500 million	Knight Cancer Institute gift	2014–15
\$100 million	Knight Cancer Institute gift	2014–15
\$38.8 million	Vaccine and Gene Therapy Institute, Oregon National Primate Research Center, and Behavioral Neuroscience grant	2014–15
\$28.9 million	Knight Cancer Institute and OHSU Parkinson Center gift	2013–14
\$25 million	Center for Pancreatic Health gift	2013–14
\$10 million	Knight Cancer Institute gift	2013–14
\$125 million	Gift to create a Cardiovascular Institute at OHSU	2012–13
\$25 million	Bob and Charlee Moore Institute for Nutrition gift	2011–12
\$10 million	New School of Dentistry gift	2010–11
\$100 million	Knight Cancer Institute gift	2008–09

**Economic Outlook**

In fiscal year 2024, global economies saw continued, though volatile, disinflation with modest economic growth. The U.S. economy and capital markets exhibited greater strength even in the face of historically high federal funds rates (5.25-5.50% target range) through fiscal year-end. The U.S. economy grew at 3.1% year-over-year and unemployment rates remained low at 4.1%. Inflation continued to moderate with year-over-year increases in U.S. CPI of 3.0% at the end of fiscal year 2024. The deceleration of the growth of inflation from its highs experienced in the post-Covid economic environment continues to be a positive dynamic.



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In financial markets, U.S. equities performed best returning approximately 24% as represented by the S&P 500, versus approximately 11% for international equities as represented by the MSCI EAFE index. In fixed income assets, moderating inflation, volatility surrounding federal reserve policy experienced throughout the year and modestly higher yields drove muted returns across geography and sector.

Cost pressures from wages, pharmacy and medical supply costs continue to put downward pressure on the finances of healthcare providers. Government regulators are grappling with this difficult operating environment together with a trend to consolidation in the healthcare sector across both providers and payers.

Results over the past several fiscal years show that OHSU's financial position continues to improve in spite of significant operating environment difficulties, with net position increasing from \$3.6 billion at June 30, 2019 to \$4.3 billion for the 5-year period ending June 30, 2024. OHSU's financial strength is further recognized by its current credit ratings of Aa3 / AA- / AA- by Moody's, S&P and Fitch respectively.

The University's financial planning and budget process takes a proactive planning approach to the evolving healthcare and economic environment, monitoring and adjusting as is necessary. Despite these challenges, OHSU continues to focus on supporting its people, building community engagement and health equity, improving access and growing strategically, advancing OHSU's missions that make it unique in Oregon, and building for the future.

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Statements of Net Position

June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
<b>Assets:</b>		
<b>Current assets:</b>		
Cash and cash equivalents	\$ 211,267	236,630
Short-term investments	22,191	22,040
Current portion of funds held by trustee	30,835	30,423
Patients accounts receivable, net of bad debt allowances of \$1,633 and \$755 – in 2024 and 2023, respectively	677,136	626,072
Student receivables	27,237	24,035
Grant and contract receivables	90,289	82,924
Current portion of pledges and estates receivable	137,777	115,949
Other receivables, net	76,886	69,491
Inventories, at cost	70,182	66,692
Prepaid expenses	36,961	38,148
Total current assets	<u>1,380,761</u>	<u>1,312,404</u>
<b>Noncurrent assets:</b>		
Capital assets, net of accumulated depreciation	2,426,176	2,231,880
Funds held by trustee – less current portion	110,829	235,624
Other long-term receivables, net of reserves	8,500	33,500
<b>Long-term investments:</b>		
Long-term investments, restricted	964,545	970,401
Long-term investments, unrestricted	2,003,210	1,831,874
Total long-term investments	<u>2,967,755</u>	<u>2,802,275</u>
Prepaid financing costs, net	876	1,065
Pledges and estates receivable, net – less current portion	28,243	106,197
Restricted postemployment benefit asset	10,576	11,743
Other noncurrent assets	1,572	1,740
Total noncurrent assets	<u>5,554,527</u>	<u>5,424,024</u>
Total assets	<u>6,935,288</u>	<u>6,736,428</u>
<b>Deferred outflows:</b>		
Loss on refunding of debt	21,588	25,395
Pension obligation	166,465	153,221
Goodwill	87	174
Other postemployment benefits (OPEB) obligation	6,320	6,728
Total deferred outflows	<u>194,460</u>	<u>185,518</u>
Total assets and deferred outflows	<u>\$ 7,129,748</u>	<u>6,921,946</u>

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Statements of Net Position

June 30, 2024 and 2023

(Dollars in thousands)

	<b>2024</b>	<b>2023</b>
Liabilities:		
Current liabilities:		
Current portion of long-term debt	\$ 14,400	15,463
Current portion of long-term leases	22,908	24,995
Current portion of self-funded insurance programs liability	61,167	45,397
Accounts payable and accrued expenses	228,059	219,742
Accrued salaries, wages, and benefits	158,516	120,667
Compensated absences payable	98,716	84,185
Unearned revenue	119,359	120,057
Other current liabilities	13,573	6,696
Total current liabilities	716,698	637,202
Noncurrent liabilities:		
Long-term debt – less current portion	1,235,105	1,272,736
Long-term leases – less current portion	74,575	67,766
Liability for self-funded insurance programs – less current portion	46,656	56,528
Liability for life income agreements	24,715	20,503
Pension liability	512,611	396,378
Other noncurrent liabilities	30,950	29,250
Total noncurrent liabilities	1,924,612	1,843,161
Total liabilities	2,641,310	2,480,363
Deferred inflows:		
Deferred lease revenue	1,721	822
Gain on refunding of debt	649	841
Life income agreements	31,918	29,206
Pending funds	121,451	164,306
Pension obligation	48,522	141,040
Other postemployment benefits (OPEB) amounts	5,899	8,406
Total deferred inflows	210,160	344,621
Net position:		
Investments in capital assets	1,219,614	1,215,606
Restricted, expendable	599,596	643,863
Restricted, nonexpendable	369,145	340,236
Unrestricted	2,089,923	1,897,257
Total net position	4,278,278	4,096,962
Total liabilities, deferred inflows, and net position	\$ 7,129,748	6,921,946

See accompanying notes to financial statements.

**OREGON HEALTH & SCIENCE UNIVERSITY**

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## Statements of Revenues, Expenses, and Changes in Net Position

Years ended June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Operating revenues:		
Patient service revenue, net of bad debt adjustments of \$16,901 and \$11,716 – in 2024 and 2023, respectively	\$ 3,668,810	3,337,828
Student tuition and fees, net	81,293	81,617
Gifts, grants, and contracts	805,564	758,380
Other	322,158	279,477
Total operating revenues	<u>4,877,825</u>	<u>4,457,302</u>
Operating expenses:		
Salaries, wages, and benefits	3,130,124	2,702,614
Defined-benefit pension	75,215	37,947
Services, supplies, and other	1,712,096	1,545,566
Depreciation and amortization	213,898	210,435
Interest	42,873	42,798
Total operating expenses	<u>5,174,206</u>	<u>4,539,360</u>
Operating loss	<u>(296,381)</u>	<u>(82,058)</u>
Nonoperating revenues, including state appropriations:		
Investment income and gain in fair value of investments	267,313	119,421
State appropriations	72,886	62,690
Other	101,538	23,565
Total nonoperating revenues (expenses), net	<u>441,737</u>	<u>205,676</u>
Net income before contributions for capital and other	<u>145,356</u>	<u>123,618</u>
Other changes in net position:		
Contributions for capital and other	7,153	8,129
Nonexpendable donations	28,807	17,444
Total other changes in net position	<u>35,960</u>	<u>25,573</u>
Total increase in net position	181,316	149,191
Net position – beginning of year	<u>4,096,962</u>	<u>3,947,771</u>
Net position – end of year	<u>\$ 4,278,278</u>	<u>4,096,962</u>

See accompanying notes to financial statements.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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Statements of Cash Flows

Years ended June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Cash flows from operating activities:		
Receipts for patient services	\$ 3,624,623	3,218,658
Receipts from students	78,091	81,933
Receipts of gifts, grants, and contracts	812,658	842,294
Other receipts	320,400	264,249
Payments to employees for services	(3,136,590)	(2,768,321)
Payments to suppliers	(1,706,082)	(1,519,750)
Net cash (used in) provided by operating activities	<u>(6,900)</u>	<u>119,063</u>
Cash flows from noncapital financing activities:		
Federal direct loan proceeds	67,804	66,398
Federal direct loan disbursements	(67,496)	(67,011)
State appropriations	72,886	62,690
FEMA public assistance	104,486	22,576
Nonexpendable donations and life income agreements	21,387	16,785
Net cash provided by noncapital financing activities	<u>199,067</u>	<u>101,438</u>
Cash flows from capital and related financing activities:		
Scheduled principal payments on long-term debt	(62,568)	(64,508)
Interest payments on long-term debt	(58,638)	(58,299)
Acquisition of capital assets	(370,836)	(225,632)
Contributions for capital and other	7,153	8,129
Net cash used in capital and related financing activities	<u>(484,889)</u>	<u>(340,310)</u>
Cash flows from investing activities:		
Purchases of investments	(1,821,499)	(1,147,529)
Proceeds from sales and maturities of investments	2,031,290	1,148,835
Interest on investments and cash balances	57,568	92,661
Net cash provided by investing activities	<u>267,359</u>	<u>93,967</u>
Net decrease in cash and cash equivalents	<u>(25,363)</u>	<u>(25,842)</u>
Cash and cash equivalents, beginning of year	<u>236,630</u>	<u>262,472</u>
Cash and cash equivalents, end of year	<u>\$ 211,267</u>	<u>236,630</u>

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## Statements of Cash Flows

Years ended June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Reconciliation of operating loss to net cash provided by operating activities:		
Operating loss	\$ (296,381)	(82,058)
Adjustments to reconcile operating loss to net cash provided by operating activities:		
Depreciation and amortization	213,898	210,435
Provision for bad debts	16,901	11,716
Interest expense reported as operating expense	42,873	42,798
Noncash contribution	(4,822)	(3,895)
Defined-benefit pension	10,471	(25,614)
Net changes in assets and liabilities:		
Patient accounts receivable	(67,965)	(133,230)
Student receivables	(3,202)	316
Grant and contracts receivable	(7,673)	(680)
Pledges and estates receivable	56,126	74,325
Other receivables, assets, and deferred outflows	(1,758)	22,018
Inventories	(3,490)	(2,413)
Prepaid expenses	1,187	(3,672)
Accounts payable and accrued expenses	8,317	31,901
Accrued salaries, wages, and benefits	37,849	(6,724)
Compensated absences payable	14,531	6,050
Due to contractual agencies	6,877	2,344
Liability for life income agreements	4,212	392
Unearned revenue	(698)	27,128
Medicare advance payment	—	(37,246)
Liability for self-funded insurance programs	5,898	(1,472)
Other noncurrent liabilities and deferred inflows	(40,051)	(13,356)
Net cash (used in) provided by operating activities	<u>\$ (6,900)</u>	<u>119,063</u>
Supplemental schedule of noncash capital and related financing and investing activities:		
Unrealized change in fair value of investments	\$ 240,105	75,896
Gain (loss) on disposal capital assets	(5,134)	6
Obligations acquired under lease agreements	42,492	35,469
Acquisition of right-of-use assets	44,358	37,701

See accompanying notes to financial statements



**OREGON HEALTH & SCIENCE UNIVERSITY**  
 Nongovernmental Discretely Presented Component Units  
 Consolidated Balance Sheets  
 June 30, 2024 and 2023  
 (Dollars in thousands)

<b>Assets</b>	<b>2024</b>	<b>2023</b>
Current assets:		
Common stocks: Mutual funds	\$ 20,785	8,662
Cash and cash equivalents	39,258	49,950
Short-term investments	6,457	6,906
Patient accounts receivable, net	54,800	44,537
Other receivables	9,922	10,978
Supplies inventory	5,782	5,910
Prepaid expenses and other	3,017	2,941
Current portion of assets whose use is limited	1,074	1,052
Total current assets	141,095	130,936
Assets whose use is limited:		
Board-designated funds	34,259	31,777
Donor-restricted – specific purpose	7,519	6,147
Donor-restricted – endowment	2,759	2,759
Required for current liabilities	(1,075)	(1,052)
Total assets whose use is limited	43,462	39,631
Property and equipment:		
Property and equipment, net of accumulated depreciation and amortization	89,969	64,399
Other assets	11,415	15,987
Total assets	\$ 285,941	250,953

**OREGON HEALTH & SCIENCE UNIVERSITY**  
 Nongovernmental Discretely Presented Component Units  
 Consolidated Balance Sheets  
 June 30, 2024 and 2023  
 (Dollars in thousands)

<b>Liabilities and Net Assets</b>	<b>2024</b>	<b>2023</b>
Current liabilities:		
Accounts payable	\$ 55,486	62,134
Accrued payroll and employee benefits	15,813	12,448
Due to related party	16,352	13,892
Estimated liabilities for Medicare and Medicaid settlements	5,903	5,325
Long-term debt due within one year	1,034	1,122
Leases – current liability	2,519	1,502
Accrued bond interest payable	64	72
Total current liabilities	97,171	96,495
Long-term liabilities:		
Long-term debt, net of amount due within one year	7,830	8,850
Leases – long-term liability	33,760	5,403
Liability for pension benefits	14,855	21,693
Other long-term liabilities	25,026	24,418
Total long-term liabilities	81,471	60,364
Total liabilities	178,642	156,859
Net assets:		
Net assets without donor restrictions	98,070	85,585
Net assets with donor restrictions	9,229	8,509
Total net assets	107,299	94,094
Total liabilities and net assets	\$ 285,941	250,953

See accompanying notes to financial statements

## OREGON HEALTH &amp; SCIENCE UNIVERSITY

Nongovernmental Discretely Presented Component Units

Consolidated Statements of Operations

Years ended June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Net patient service revenue:		
Patient service revenue (net of contractual allowances and discounts)	\$ 295,176	270,347
Total net patient service revenue	<u>295,176</u>	<u>270,347</u>
Other revenue		
OHSU support	8,080	22,813
Other revenue	273,320	258,178
Total other revenue	<u>281,400</u>	<u>280,991</u>
Total revenue	<u>576,576</u>	<u>551,338</u>
Operating expenses:		
Salaries and wages	117,046	108,775
Employee benefits	31,118	29,156
Supplies and other expenses	369,391	354,679
Professional fees	48,288	44,125
Depreciation and amortization	7,268	7,641
Interest	728	724
Total operating expenses	<u>573,839</u>	<u>545,100</u>
Income from operations	<u>2,737</u>	<u>6,238</u>
Other nonoperating income:		
Realized (loss) income on investments whose use is limited by board designation	(776)	(55)
Gain on investments in affiliated companies	577	468
Gain (loss) on disposal of property and equipment	(1,929)	2
Change in net unrealized gains (losses) on investments	3,255	1,810
Other operating (loss) revenue	2,714	(2,007)
Total other income	<u>3,841</u>	<u>218</u>
Excess of revenue over expenses	6,578	6,456
Contributions for property and equipment acquisition	—	27
Pension-related changes	5,907	7,486
Increase in net assets without donor restrictions	<u>\$ 12,485</u>	<u>13,969</u>

See accompanying notes to consolidated financial statements

**OREGON HEALTH & SCIENCE UNIVERSITY**

Nongovernmental Discretely Presented Component Units

Consolidated Statements of Changes in Net Assets

Years ended June 30, 2024 and 2023

(Dollars in thousands)

	<u>2024</u>	<u>2023</u>
Net assets without donor restrictions:		
Excess of revenue over expenses	\$ 6,578	6,456
Contributions for property and equipment acquisition	—	27
Pension-related changes	<u>5,907</u>	<u>7,486</u>
Increase in net assets without donor restrictions	<u>12,485</u>	<u>13,969</u>
Net assets with donor restrictions:		
Gifts, grants, and bequests	1,395	1,159
Investment income (loss)	902	346
Net assets released from restrictions	<u>(1,577)</u>	<u>(2,077)</u>
Increase (decrease) in net assets with donor restrictions	<u>720</u>	<u>(572)</u>
Change in net assets	13,205	13,397
Net assets, beginning of year	<u>94,094</u>	<u>80,697</u>
Net assets, end of year	<u>\$ 107,299</u>	<u>94,094</u>

See accompanying notes to consolidated financial statements

**OREGON HEALTH & SCIENCE UNIVERSITY**  
(A Component Unit of the State of Oregon)

Notes to Financial Statements

June 30, 2024 and 2023

(Dollars in thousands)

**(1) Organization and Summary of Significant Accounting Policies**

**(a) Organization**

As the only health sciences university and major academic health center in the state of Oregon (the State), Oregon Health & Science University (OHSU or the University) is dedicated to the education and training of healthcare professionals, research, patient care, outreach, and public service. In addition to the School of Medicine, School of Nursing, School of Dentistry, the joint College of Pharmacy with Oregon State University, and the joint School of Public Health with Portland State University, OHSU comprises several other academic and research units, including the Vollum Institute, the Vaccine and Gene Therapy Institute, Oregon National Primate Research Center, OHSU Brain Institute, Oregon Institute of Occupational Health Science, Oregon Clinical and Translational Research Institute, and the Pacific Northwest Center for Cryo-EM. OHSU also comprises several clinical units, including OHSU Hospital (the Hospital), the OHSU Practice Plan (OPP), and the Institute on Development and Disability (IDD). Doernbecher Children's Hospital is a unit of the Hospital serving pediatric patients. The Knight Cancer Institute is the only National Cancer Institute designated cancer center in the State, and the Knight Cardiovascular Institute provides the State's most comprehensive clinical and heart research program. In addition, OHSU operates a captive insurance company domiciled in Arizona for self-insurance purposes, OHSU Insurance Company (INSCO), which is blended in the accompanying financial statements.

Pursuant to an act of the Oregon Legislature (the Act), on July 1, 1995, OHSU was restructured from one of seven component units of the Oregon University System (OUS) to an independent public corporation. OHSU remains a component unit of the State.

The majority of the real property that constitutes OHSU's main campus on Marquam Hill (and certain off-campus properties) in Portland is owned by the State. Pursuant to the Act, the State retained title of such real property and OHSU was granted exclusive care, custody, and control of such real property. To evidence this condition, the State and OHSU entered into a 99-year lease, dated July 1, 1995 (the State Lease), under which the State leased to OHSU all of the State's leasable interest in such real property. Under the terms of the State Lease, the State may terminate the State Lease if, prior to such termination, the State causes the defeasance or discharge of all then-outstanding obligations of OHSU that were issued to finance improvements on the property subject to the State Lease or to refinance obligations of OHSU to the State. Under the State Lease, improvements include completed and partially completed buildings, fixtures, structures, and other improvements constructed on the property subject to the State Lease. In addition, OHSU was granted ownership of all personal property of the University, as it existed prior to the enactment of the Act.

Oregon Health & Science University Foundation (the Foundation) is a separately incorporated nonprofit Foundation affiliated with OHSU. The primary purpose of the Foundation is to raise money for OHSU research, scientific, charitable, and educational purposes and to promote support for Doernbecher Children's Hospital. Consequently, the financial position and the changes in financial position of the Foundation is blended in the accompanying financial statements.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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June 30, 2024 and 2023

(Dollars in thousands)

On February 1, 2016, OHSU affiliated with Tuality Healthcare and subsidiaries (Tuality), doing business as Hillsboro Medical Center, through the execution of a management agreement (the Tuality Agreement) between the organizations. Tuality owns and operates Tuality Community Hospital, a 215-licensed-bed acute care hospital located in Hillsboro, Oregon. Under the Tuality Agreement, OHSU agrees to oversee the unified and integrated clinical enterprises of OHSU and Tuality as a single, integrated economic unit. OHSU and Tuality remain as separate legal entities, own their own assets, and continue to be the licensed operators of their respective facilities. Tuality is a component unit of OHSU as OHSU approves Tuality's annual operating budget. Since Tuality has a separate board of directors and they do not provide services exclusively to OHSU, they are presented as a discretely presented component unit of OHSU.

On January 1, 2020, OHSU partnered with ODS Community Health, Inc. to form OHSU Health IDS, LLC (OHI). OHI is owned 60% by OHSU and 40% by ODS Community Health, Inc. OHI operates as an Integrated Delivery System (IDS) under Health Share of Oregon, a Coordinated Care Organization (CCO) certified by the Oregon Health Authority (OHA) to serve OHP (Medicaid) enrollees in the Portland-metro area. OHI remains a separate legal entity, own their own assets, and maintains its own direct contract with Health Share of Oregon. OHI is a component unit of OHSU as OHSU approves OHI's annual operating budget. Since OHI has a separate board of directors and they do not provide services exclusively to OHSU, they are presented as a discretely presented component unit of OHSU.

**(b) Accounting Standards**

The accompanying financial statements are prepared in accordance with accounting principles generally accepted in the United States of America using the accrual basis of accounting. OHSU's financial statements and note disclosures are based on all applicable Governmental Accounting Standards Board (GASB) pronouncements and interpretations. OHSU uses proprietary fund accounting.

OHSU prepares and presents its financial information in accordance with GASB Statement No. 34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments* (GASB 34), known as the "Reporting Model" statement. GASB 34 established the requirements and reporting model for annual financial statements. GASB 34 requires that financial statements be accompanied by a narrative introduction and analytical overview of the reporting entity in the form of "management's discussion and analysis." This reporting model also requires the use of a direct-method cash flow statement.

OHSU has also adopted GASB Statement No. 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities – an amendment of GASB Statement No. 34*. This statement establishes accounting and financial reporting standards for public colleges and universities within the financial reporting guidelines of GASB 34.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
(A Component Unit of the State of Oregon)

Notes to Financial Statements

June 30, 2024 and 2023

(Dollars in thousands)

**(c) New Accounting Pronouncements**

In June 2022, the GASB issued Statement No. 101, "Compensated Absences," which will be effective for the fiscal year ending June 30, 2025. This Statement will update the recognition and measurement guidance for compensated absences. This Statement requires that liabilities for compensated absences be recognized for (1) leave that has not been used and (2) leave that has been used but not yet paid in cash or settled through noncash means. The Statement amends the existing disclosure requirements to allow governments to disclose only the net change in the liability as long as they identify it as a net change. Management has implemented GASB 101 effective with the start of fiscal 2025, July 1, 2024, which increased OHSU's estimated obligation for compensated absences by approximately \$250,000.

**(d) Financial Reporting Entity**

As defined by generally accepted accounting principles, the financial reporting entity consists of OHSU as the primary government and its component units, which are legally separate organizations for which the primary government is financially accountable. Financial accountability is defined as a) appointment of the voting majority of the component units' board, and either (1) the ability to impose will by the primary government or (2) the possibility that the component unit will provide a financial benefit to or impose a financial burden on the primary government, or (b) the component unit is financially dependent on and there is potential for the component unit to provide specific financial benefits to, or impose specific burdens on, the primary government.

Component units are reported as part of the reporting entity under the blended or discrete method of presentation. Blending involves merging the component unit data with the primary government. There are three situations when blending is allowed: (1) when the board of the component unit is substantially the same as that of the primary government and there is a financial benefit or burden relationship between the primary government and the component unit or management of the primary government has operational responsibility for the component unit, (2) when the component unit provides services entirely, or almost entirely, to the primary government or otherwise exclusively, or almost exclusively, benefits the primary government even though it does not provide services directly to it, or (3) the component unit's total debt outstanding, including leases, is expected to be repaid entirely or almost entirely with resources of the primary government. The Foundation and INSCO are considered to be blended component units as they serve the primary government exclusively. All transactions between OHSU and its blended component units are eliminated upon consolidation. Tuality and OHI are presented discretely since they have a separate board of directors and they do not provide services exclusively to OHSU. They are both considered a nonmajor component unit as there are no significant transactions with OHSU and there is not a significant financial benefit/burden relationship with OHSU.

Financial reports for INSCO and the Foundation that include financial statements and required supplementary information are publicly available. These reports, and those of Tuality and OHI are, may be obtained by contacting the management of OHSU.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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Notes to Financial Statements

June 30, 2024 and 2023

(Dollars in thousands)

**(e) Basis of Accounting**

Basis of accounting refers to the timing of when revenues and expenses are recognized in the accounts and reported in the financial statements. OHSU reports as a proprietary fund within the governmental model. OHSU's financial statements have been prepared using the accrual basis of accounting with the economic resources measurement focus. Under this method of accounting, revenue is recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

**(f) Use of Estimates**

The preparation of financial statements in conformity with US generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Significant estimates in OHSU's financial statements include patient accounts receivable allowances, liabilities related to self-insurance programs, and valuation of pension liabilities.

**(g) Cash and Cash Equivalents**

OHSU held \$243,404 of cash equivalents within cash and cash equivalents at June 30, 2024 and held \$176,842 at June 30, 2023.

**(h) Investments**

Investments are carried at fair value. The fair value of all debt and equity securities with a readily determinable fair value is based on quotations obtained from national securities exchanges. Investments in joint ventures are recorded using the equity method of accounting. Alternative investments, which are not readily marketable and lack publicly available market values, are carried at estimated fair value as provided by the investment managers. OHSU reviews and evaluates the values provided by its investment managers and considers the valuation methods and assumptions used in determining the fair value of the alternative investments to be reasonable. Those estimated fair values may differ significantly from the values that would have been used had a ready market for those securities existed. These investments may contain elements of both credit and market risk. Such risks may include limited liquidity, absence of regulatory oversight, dependence upon key individuals, and nondisclosure of portfolio composition.

Net unrealized gains and losses are included in the net unrealized gain (loss) in fair value of investments in nonoperating revenues in the statements of revenues, expenses, and changes in net position. Interest, dividends, and realized gains and losses on investments are included in nonoperating revenues as investment income when earned.



**OREGON HEALTH & SCIENCE UNIVERSITY**  
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Notes to Financial Statements

June 30, 2024 and 2023

(Dollars in thousands)

**(i) Inventories**

Inventories consist primarily of supplies and pharmaceutical supplies in organized stores at various locations across the campus and in the Hospital. Inventories are recorded using several different methodologies dependent upon the operational use of the supplies and system capabilities. OHSU utilizes standard-cost and average-cost methodologies to record and report inventory value.

**(j) Capital Assets**

Capital asset acquisitions (excluding intangible right-to-use lease and subscription IT assets) are stated at cost. Donated items are recorded on the basis of fair market value at the date of donation. OHSU capitalizes equipment additions greater than \$5 and capital projects greater than \$25. Maintenance, repairs, and minor replacements are expensed as incurred. When properties are retired or otherwise disposed of, the related cost and accumulated depreciation are removed from the respective accounts and any gain or loss on disposition is recorded as other in nonoperating revenue.

The provision for depreciation is determined by the straight-line method at rates calculated to amortize the cost of assets over the shorter of their estimated useful lives or the related lease term as follows: buildings and other improvements, 10 to 40 years; and equipment, 3 to 20 years.

**(k) Net Position Classifications**

Net position is classified into four net asset categories, in accordance with donor-imposed restrictions:

- Net investment in capital assets represents the depreciated value of capital purchases, net of related debt.
- Net position restricted, expendable, carries externally imposed time or purpose restrictions that expire in the future.
- Net position restricted, nonexpendable, carries externally imposed restrictions that never expire.
- Net position unrestricted carries no externally imposed restrictions.

Investment income earned on donor-restricted endowment funds in excess of the annual spending distribution is accounted for in the expendable restricted net position category.

OHSU first applies restricted resources to an expense where an expense is incurred for a purpose for which both restricted and unrestricted funds are available.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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June 30, 2024 and 2023

(Dollars in thousands)

A summary of restricted funds by restriction category for fiscal years ended June 30, 2024 and 2023 is as follows:

	<u>2024</u>	<u>2023</u>
Restricted expendable:		
Research	\$ 287,995	339,184
Academic support	92,544	89,324
Instruction	62,844	59,907
Capital projects and planning	13,692	14,119
Student aid	65,098	63,762
Clinical support	22,037	19,033
Institutional support	5,510	5,483
Defined-benefit OPEB	10,576	11,743
Other	39,300	41,308
	<u>\$ 599,596</u>	<u>643,863</u>
Restricted nonexpendable:		
Research	\$ 50,434	43,964
Instruction	90,640	89,829
Academic support	125,483	110,287
Student aid	56,799	55,212
Other	45,789	40,944
	<u>\$ 369,145</u>	<u>340,236</u>

**(I) Endowments**

The endowment corpus is accounted for in the restricted, nonexpendable net position category and reported on the statements of net position as restricted long-term investments. The Foundation's spending policy for endowment funds is determined by the Executive Committee of the Board of Trustees (Executive Committee) and is calculated using a weighted average methodology comprised of an eight quarter moving average of the fair value of the endowment fund adjusted for inflation, and of the previous year's actual spending distribution adjusted for inflation. The resulting effective spending rate payout is then banded to be between 4.0% and 5.5% each year. The Executive Committee authorized a 4.5% distribution rate to calculate the effective spending rate for the years ended June 30, 2024 and 2023.

The Foundation's management and investment of donor-restricted endowment funds are subject to the provisions of the Uniform Prudent Management of Institutional Funds Act enacted by the State in January 2008.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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(Dollars in thousands)

The endowment fund investment pool (endowment fund) held by the Foundation is the repository for funds from restricted, nonexpendable contributions where the principal amount cannot be used, but a spending distribution, described below, can be used for the designated purpose. The endowment fund also holds quasi-endowment funds, which have been designated as endowment by the Foundation's board of trustees. All interest, dividends, and changes in fair value on the endowment fund are allocated to the appropriate unrestricted or restricted net position classification as specified by the donor at the time of receipt. Endowment accounts receive spending distributions subject to the Foundation's board of trustees' approved spending policy, which provides a predetermined amount of total return that can be spent for purposes designated by the donor. All expendable income restricted by the donor is carried as restricted, expendable net position until such time as the restriction has been met. At June 30, 2024 and 2023, the fair value of investments in the endowment fund was \$985,900 and \$950,900, respectively. The fair value of the unspent portion of endowments in excess of corpus at June 30, 2024 and 2023 was \$107,200 and \$103,800, respectively.

At June 30, 2024 and 2023, accumulated loss of \$0.3 million and \$0.4 million, respectively, related to endowment accounts with market value below corpus was reflected in nonexpendable restricted net position.

**(m) Federal Income Taxes**

OHSU, as a division of the State, is not subject to federal income taxes of the Internal Revenue Code, except for unrelated business income.

**(n) State Appropriations**

The Oregon State Legislature makes an appropriation to OHSU on a biennial basis. The appropriation is recognized as nonoperating revenues over the related appropriation period as applicable eligibility requirements are met.

**(o) Research Activity**

Restricted grants receivable represent receivables for grant activities on which OHSU has met all applicable eligibility requirements and on which the funds are available from the granting agency. As of June 30, 2024 and 2023, the grants receivable balance was \$31,165 and \$32,834, respectively, and was included in grant and contract receivables in the accompanying statements of net position. The balance in unearned revenue as of year-end represents amounts advanced for which OHSU has not met all applicable eligibility requirements. As of June 30, 2024 and 2023, the grants unearned revenue balance was \$49,627 and \$56,990, respectively.

**(p) Operating Revenues**

OHSU includes patient service revenue, student tuition and fees, gifts, grants and contracts, and other income from sales and services in operating revenues. These revenues are key components of the operations of OHSU.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
(A Component Unit of the State of Oregon)

Notes to Financial Statements

June 30, 2024 and 2023

(Dollars in thousands)

**(q) Net Patient Service Revenue**

A summary of patient service revenues during the years ended June 30, 2024 and 2023 is as follows:

	<u>2024</u>	<u>2023</u>
Gross patient charges	\$ 8,907,123	8,059,588
Contractual discounts	(5,221,412)	(4,710,044)
Bad debt adjustments	<u>(16,901)</u>	<u>(11,716)</u>
Net patient service revenues	<u>\$ 3,668,810</u>	<u>3,337,828</u>

OHSU has agreements with third-party payors that provide for payments at amounts different from established rates. Payment arrangements include prospectively determined rates per discharge, outpatient case rates, reimbursed costs, discounted charges, and per diem payments. Net patient service revenue is reported at the estimated net realizable amounts due and determined to be collectible from patients, third-party payors, and others for services rendered and includes estimates for potential retroactive revenue adjustments under reimbursement agreements with third-party payors. Such estimates are adjusted in future periods as final settlements are determined.

A significant portion of OHSU's services are provided to Medicare, Medicaid, and Oregon Health Plan (OHP) patients under contractual arrangements. Inpatient acute care services rendered by OHSU to Medicare, Medicaid, and OHP program beneficiaries are generally reimbursed at prospectively determined rates per discharge. These rates vary according to a patient classification system that is based on clinical, diagnostic, and other factors (i.e., Medicare severity diagnosis related groups or MS DRGs). Such payments include a capital cost component and may be greater or less than the actual charges for services. Most outpatient services related to Medicare beneficiaries are reimbursed prospectively under the ambulatory payment classifications methodology. Home health services related to Medicare beneficiaries are reimbursed under a prospective payment system methodology. OHSU is reimbursed for cost reimbursable items at a tentative rate with final settlement determined after audits of OHSU's annual cost reports by the Medicare Administrative Contractor and Medicaid.

In 2017, OHSU worked with the state legislature and the Oregon Health Authority to build a program that leverages federal funds for the state's Medicaid program, maintains historical principles of support for OHSU's missions, and simplifies the complexity of prior funding programs between OHSU and the State. The legislature approved the program in the Oregon Health Authority's 2017-2019 budget and Oregon's OHSU IGT Program was approved by the US Centers for Medicare and Medicaid Services (CMS) and implemented on January 1, 2018, with the corresponding funding payments between entities beginning in March 2018. Under this IGT program, OHSU no longer pays the provider tax paid by other hospitals in Oregon. Instead, because OHSU is an Oregon public corporation, it transfers funds directly to the state to be used for Oregon's Medicaid program. The federal government matches funds used in the Medicaid program on approximately a three to one basis.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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(Dollars in thousands)

Oregon's Medicaid coordinated care organizations (CCOs) pay OHSU an additional amount per clinical service provided to patients as Quality and Access payments. These additional payments have been approved by CMS and are funded through a combination of OHSU's IGT and federal dollars. The purpose of these funds is to maintain access to the high quality unique academic health center services OHSU provides to Medicaid patients.

During fiscal years 2024 and 2023, respectively, OHSU made IGT of \$460,228 and \$315,672 to the State of Oregon. The State of Oregon used these dollars, and the corresponding federal match, for payment of Medicaid services throughout Oregon. Oregon's Medicaid CCO's paid OHSU \$660,775 and \$584,198, in fiscal years 2024 and 2023, respectively, through Quality and Access payments. The Quality and Access Payments and the IGT, are included as a net reduction in the contractual discounts and represents a portion of the Medicaid payment for patient care services. A net benefit of the program, including funding from other sources, allows the University to have resources available to support OHSU's missions. During the years ended June 30, 2024 and 2023, the University was able to provide support for its missions of \$220,200 and \$268,500, respectively.

The laws and regulations governing the Medicare and Medicaid programs are complex and subject to interpretation. As a result, there is at least a reasonable possibility that estimated third-party payor settlements payable, net will change by a material amount in the near term. For the years ended June 30, 2024 and 2023, OHSU received third-party settlements of \$4,557 and \$4,333, respectively, as a result of final settlements of prior years' cost reports and revisions of estimates for prior years cost report settlements.

OHSU has also entered into payment agreements with certain commercial insurance carriers, health maintenance organizations, and preferred provider organizations to provide medical services to subscribing participants. The basis for payment to OHSU under these agreements includes prospectively determined rates per discharge, discounts from established charges, prospectively determined fee schedules, and certain capitated per member per month payment arrangements.

Significant concentrations of gross patient accounts receivable as of June 30, 2024 and 2023 were approximately as follows:

	<u>2024</u>	<u>2023</u>
Medicare and Medicare managed care contracts	24 %	25 %
Medicaid and OHP	21	19
Commercial and managed care insurance	54	54
Nonsponsored	1	2
	<u>100 %</u>	<u>100 %</u>

**OREGON HEALTH & SCIENCE UNIVERSITY**  
(A Component Unit of the State of Oregon)

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June 30, 2024 and 2023

(Dollars in thousands)

**(r) Student Tuition and Fees Revenues**

A summary of student tuition and fees revenues during the years ended June 30, 2024 and 2023 is as follows.

	<b>2024</b>	<b>2023</b>
Gross student tuition	\$ 99,781	98,059
Tuition discounts	(18,488)	(16,442)
Student tuition and fees revenues, net	\$ 81,293	81,617

**(s) Charity Care**

OHSU provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its published rates. Because OHSU does not pursue collection of amounts determined to qualify as charity care, they are not reported as revenue.

OHSU maintains records to identify and monitor the level of charity care it provides. These records include the amount of charges forgone for services and supplies furnished under its charity care policy. Charity care provided measured as charges forgone and based on established rates was \$39,448 and \$58,056 in 2024 and 2023, respectively.

**(t) Pledges and Estates Receivable**

Pledges and estates receivable are recorded as receivables and revenues when all eligibility criteria are met in the appropriate net asset category based upon donor-imposed restrictions and are reported at fair value at the date the promise is received. Pledges are generally received within 5 to 10 years of the date of original commitment. The majority of estates are received within one year. Pledges and estates receivable, less reserves for estimated uncollectible amounts, are discounted to their present value using rates that range from 0.14% to 4.88%.

**(u) Life Income Agreements**

The Foundation has been named as remainder beneficiary for various life income agreements. Life income agreements provide for contractual payments to designated beneficiaries for a specific period, after which the remaining principal and interest revert to the Foundation. Contributions received under life income agreements are included in long-term investments, restricted, with the corresponding commitment to the beneficiary included in liability for life income agreements in the accompanying statements of net position. The Foundation has investments with a fair value of \$58,300 and \$51,000 as at June 30, 2024 and 2023, respectively, related to its individually managed life income agreements.

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**(v) Moda Note Receivable**

OHSU has contracts with, and receives patient revenues from, the major health plans in Oregon. OHSU's guiding principle in developing payor provider partnerships is to ensure that Oregonians continue to have access to Oregon's public health sciences university and academic health center and its affiliates and that OHSU has access to major populations of Oregon across its missions of patient care, education, research, and outreach.

Since 2013, OHSU has partnered with Moda Health Plan, Inc. (Moda) to advance population health management. In December 2014, OHSU invested \$50,000 in Moda through a 10-year surplus note to help capitalize Moda's Oregon healthcare efforts. The principal balance of this note shall become due and payable in full on December 15, 2024, and the note bears interest on its unpaid principal balance at a rate equal to 4% per annum.

Moda had a large share of Oregon's individual insurance market during the initial years of the Affordable Care Act and had significant receivables due from the federal government under the risk corridor program that was designed to encourage plans to offer individual coverage. At that time, it was uncertain if, or when, the federal government would pay these amounts. In light of uncertain payment of federal risk corridor receivables, higher risk from losses at Moda, and the likelihood that interest payments could have been deferred, OHSU recorded a valuation reserve of \$16,500 against the surplus note receivable as of June 30, 2015. In April 2020, the US Supreme Court ruled in favor of Moda Health Plan and other insurers that had sued the federal government for backing out of support under the Affordable Care Act. The justices reversed a lower court's ruling that Congress had suspended the government's obligation to make such payments under the Affordable Care Act.

Payment of interest and principal is subject to approval by the Oregon insurance commissioner, which is part of the Department of Consumer and Business Services (DCBS). The Oregon insurance commissioner allowed payment of a portion of the principal to OHSU of \$25,000 in fiscal year 2024, and accrued interest to OHSU of \$1,542 and \$2,000 in fiscal years 2024 and 2023, respectively.

OHSU reviewed the valuation of the note receivable as of June 30, 2024 and 2023 and has retained the current net valuation of \$8,500 and \$33,500 which represents 0.2% and 0.8% of the University's total net position as of June 30, 2024 and 2023, respectively.

**(w) Leases (Lessee) and Similar Subscription-Based Information Technology (IT) Arrangements**

OHSU is a lessee for various noncancelable leases of buildings and equipment. OHSU also has noncancelable subscription IT arrangements (similar to a lease) for the right-to-use information technology hardware and software (subscription IT arrangements).

*Short-term Leases and Subscription IT arrangements*

For leases and subscription IT arrangements with a maximum possible term of 12 months or less at commencement, OHSU recognizes expense based on the provisions of the lease contract or subscription IT arrangement, respectively.

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*Leases and Subscription IT arrangements other than short term*

For all other leases and subscription IT arrangements (i.e., those that are not short term) whose total discounted minimum payment obligation are greater than \$100, OHSU recognizes a lease or subscription IT liability, respectively, and an intangible right-to-use lease asset or subscription IT asset, respectively.

*Measurement of Lease Amounts*

At lease commencement, OHSU initially measures the lease liability at the present value of payments expected to be made during the lease term. Subsequently, the lease liability is reduced by the principal portion of lease payments made. The lease asset is initially measured as the initial amount of the lease liability plus any initial direct costs ancillary to placing the underlying asset into service, less any lease incentives received at or before the lease commencement date. Subsequently, the lease asset is amortized into depreciation expense on a straight-line basis over the lease term.

*Measurement of Subscription IT Amounts*

At subscription commencement, OHSU initially measures the subscription IT liability at the present value of payments expected to be made during the subscription term. Subsequently, the subscription IT liability is reduced by the principal portion of subscription payments made. The subscription IT asset is initially measured as the initial amount of the subscription IT liability less any vendor incentives received at or before the subscription commencement date, plus the capitalizable implementation costs. Subsequently, the subscription IT asset is amortized into depreciation expense on a straight-line basis over the subscription term.

*Key Estimates and Judgments*

Key estimates and judgments include how the OHSU determines (1) the discount rate it uses to calculate the present value of the expected lease and subscription payments, (2) lease and subscription term, and (3) lease and subscription payments.

- OHSU generally uses its estimated incremental borrowing rate as the discount rate for leases and subscription IT arrangements unless the rate that the lessor/vendor charges is known. OHSU obtains its current incremental borrowing rate from its primary banking institution on a periodic basis. OHSU's incremental borrowing rate for leases and subscription IT arrangements is based on the rate of interest it would need to pay if it issued general obligation bonds to borrow an amount equal to the lease or subscription payments, respectively, under similar terms at the commencement or remeasurement date.
- The lease or subscription term includes the noncancelable period of the lease or subscription IT arrangement, respectively, plus any additional periods covered by either an OHSU or lessor unilateral option to (1) extend for which it is reasonably certain to be exercised, or (2) terminate for which it is reasonably certain not to be exercised. Periods in which both OHSU and the lessor/vendor have an option to terminate (or if both parties have to agree to extend) are excluded from the lease or subscription term.



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*Remeasurement of Lease and Subscription Amounts*

OHSU monitors changes in circumstances that may require remeasurement of a lease or subscription IT arrangement. When certain changes occur that are expected to significantly affect the amount of the lease or subscription IT liability, the liability is remeasured and a corresponding adjustment is made to the lease or subscription IT asset, respectively.

*Presentation in Statements of Net Position*

Lease and subscription IT assets are reported with capital assets and lease and subscription IT liabilities are reported with long-term leases in the statements of net position.

**(2) Cash and Investments**

OHSU holds substantially all of its cash, cash equivalents, and investment balances at financial institutions. OHSU's cash is insured by the Federal Deposit Insurance Corporation subject to standard limits. Additionally, a portion of cash and cash equivalents are collateralized deposits as required under the Oregon Revised Statutes (ORS).

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OHSU's investment policies are approved by the board of directors and are accounted for as prescribed by GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*. Changes in the fair value of investments are included in nonoperating revenues. The composition of investments at fair value at June 30, 2024 and 2023 is as follows:

	<u>2024</u>	<u>2023</u>
Short-term investments:		
US government securities	\$ 22,191	22,040
	<u>22,191</u>	<u>22,040</u>
Funds held by trustee, current portion:		
Cash and cash equivalents	30,835	30,423
	<u>30,835</u>	<u>30,423</u>
Funds held by trustee, less current portion:		
Cash and cash equivalents	26,624	45,983
US government securities	84,205	89,130
Corporate obligations	—	100,511
	<u>110,829</u>	<u>235,624</u>
Long-term investments – less current portion:		
Cash and cash equivalents	37,427	20,819
US government securities	220,335	251,115
US agency securities	126,006	149,820
Corporate obligations	187,113	221,500
Fixed income	214,075	216,881
Equities	1,170,751	966,071
Alternative investments	267,934	247,116
Venture Capital and private equity	665,985	656,810
Real estate investments and other	78,129	72,143
	<u>2,967,755</u>	<u>2,802,275</u>
Total investments, all categories	<u>\$ 3,131,610</u>	<u>3,090,362</u>

The methods used to determine the fair value of financial instruments reflect market participant objectives and are based on the application of a valuation hierarchy that prioritizes observable market inputs over unobservable inputs. The hierarchy is based on the reliability of inputs as follows:

- Level 1 – Valuation is based on quoted prices for identical financial instruments in active markets. OHSU does not adjust the quoted price for Level 1 financial instruments.

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- Level 2 – Valuation is based on quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active, and independent pricing models or other model-based valuation techniques using observable inputs.
- Level 3 – Certain types of financial instruments are classified as Level 3 within the valuation hierarchy because these financial instruments trade infrequently and, therefore, have little or no price transparency.

The following table presents a categorization, based on the foregoing valuation hierarchy, of OHSU's financial instruments measured at fair value as of June 30, 2024:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Fair value</u>
Cash and cash equivalents	\$ —	57,459	—	57,459
US government securities	—	326,731	—	326,731
US agency securities	—	126,006	—	126,006
Domestic equity securities	122,637	—	134	122,771
International equity securities	37,048	—	—	37,048
US corporate securities	—	155,965	—	155,965
Non-US corporate securities	—	31,148	—	31,148
Asset-backed securities	—	64,882	—	64,882
Venture capital and private equity	—	—	26,180	26,180
Mutual funds – fixed income only	183,037	—	—	183,037
Municipal bonds	—	3,483	—	3,483
Other fixed income	—	100	—	100
Alternative Investments	—	—	733	733
Real estate investments and other	1,247	1,051	13,425	15,723
	\$ <u>343,969</u>	<u>766,825</u>	<u>40,472</u>	1,151,266
Investments measured using NAV per share or its equivalent				1,866,454
Equity method investments				<u>113,890</u>
Total assets			\$	<u><u>3,131,610</u></u>

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The following table presents a categorization, based on the foregoing valuation hierarchy, of OHSU's financial instruments measured at fair value as of June 30, 2023:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Fair value</u>
Cash and cash equivalents	\$ —	76,406	—	76,406
US government securities	—	362,285	—	362,285
US agency securities	—	149,820	—	149,820
Domestic equity securities	98,470	—	134	98,604
International equity securities	33,609	—	—	33,609
US corporate securities	—	281,382	—	281,382
Non-US corporate securities	—	40,629	—	40,629
Asset-backed securities	—	56,032	—	56,032
Venture capital and private equity	—	—	28,140	28,140
Mutual funds – fixed income only	164,950	1,150	—	166,100
Municipal bonds	—	3,862	—	3,862
Other fixed income	—	361	11,345	11,706
Alternative Investments	—	—	750	750
Real estate investments and other	1,073	1,101	2,323	4,497
	<u>\$ 298,102</u>	<u>973,028</u>	<u>42,692</u>	1,313,822
Investments measured using NAV per share or its equivalent				1,673,986
Equity method investments				<u>102,554</u>
Total assets			\$	<u>3,090,362</u>

There were no transfers of financial instruments between Level 1 or Level 2 classifications either in 2024 or 2023. Changes in Level 3 financial instruments are as follows:

	<u>2024</u>	<u>2023</u>
Balance at beginning of year	\$ 42,692	38,193
Contributions	110	110
Net realized (losses)	(39)	(537)
Net unrealized (losses)	(37)	(33)
Purchases	26,939	28,895
Sales	(303)	(1,969)
Transfer from (to) NAV per share, or its equivalent, classification from sales	<u>(28,890)</u>	<u>(21,967)</u>
Balance at end of year	<u>\$ 40,472</u>	<u>42,692</u>

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OHSU uses a practical expedient for the estimation of the fair value of investments in funds for which the investment does not have a readily determinable fair value. The practical expedient used by OHSU for certain financial instruments is the NAV per share. Valuations provided by fund administrators for these financial instruments consider variables such as the financial performance of underlying investments, recent sales prices, and other pertinent information. The valuation is adjusted when changes to inputs and assumptions are corroborated by evidence, such as completed or pending third-party transactions in the underlying security and changes in financial results, data or cash flows.

The following table presents information for investments where either the NAV per share or its equivalent was used to value the investments as of June 30, 2024 and 2023:

	<b>Redemption frequency</b>	<b>Redemption notice period</b>
Domestic equities	Weekly to every two years	3–180 days
Non-US equities	Weekly to every four years	3–180 days
Global equities	Quarterly	3–180 days
Venture capital/private equity	Event-driven	N/A
Marketable alternative investments – nonfixed income	Monthly to every three years	15–180 days
Marketable alternative investments – fixed income only	Monthly	15–35 days
Real estate investments and contracts	Event-driven	N/A

Domestic Equities, Non-U.S. Equities, Global Equities, and Natural Resources funds represent investments in equities, both U.S. and international, and may include investments in developed and emerging markets.

Alternative investments are defined under U.S. generally accepted accounting principles as those investments without readily determinable fair values. These investment vehicles differ by fund and can be in the form of limited partnerships, limited liability corporations, investment trusts, institutional funds, and offshore investment funds and are included primarily in the venture capital/private equity, real estate investments and contracts, and marketable alternative investment categories in the tables above. Alternative investment funds can contain certain types of financial instruments, including, among others, derivatives, futures, forward contracts, options, swaps, and securities sold not yet purchased, intended to hedge against changes in the fair value of investments or enhance potential risk-adjusted returns. The investment styles employed by the underlying managers include, but are not limited to, private equity, venture capital, buyout, absolute return, diversified arbitrage, merger arbitrage, event driven, commodities, real estate, energy, domestic long/short, global long/short, market neutral, and distressed.

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These financial instruments involve varying degrees of risk. Such risks include, but are not limited to, limited liquidity, absence of regulatory oversight, dependence upon key individuals, emphasis on speculative investments (both derivatives and nonmarketable investments), and nondisclosure of full portfolio composition.

Alternative investments can be less liquid than other investments. When liquidity limitations are imposed on these alternative investments, the types of restrictions can include, but are not limited to, lockup provisions whereby the foundation is unable to redeem shares or invested capital of an investment for a period of time, usually one year or more after the initial investment for marketable alternative funds and ten to twelve years for private equity and venture capital funds, notice provisions whereby the foundation is required to give notice, ranging up to 180 days, to transact a redemption of an investment after the expiration of any lockup provisions, and the establishment of gates that further limit the timing and amount of a requested fund distribution beyond the specified lockup provisions.

OHSU's university investment policy seeks to maximize total return on a risk-adjusted basis with the goal of maintaining a level of financial assets sufficient to support the organization's strategic initiatives, capital expenditures, and maintenance of a stable credit profile.

The Foundation investment policies are established based on the investment objectives of the portfolio. The endowment portfolio seeks to produce a predictable and stable payout stream that increases over time, while achieving growth of corpus. The endowment fund may invest in cash and cash equivalents, fixed-income securities, U.S. and non-U.S. equity securities and other alternative investments. The objective for the current fund is to provide a reliable source of liquidity to meet short-term working capital needs. The current fund may invest in cash, cash equivalents, fixed income securities, equity mutual funds and ETFs, and quasi endowment within the endowment fund. The duration of the C/F 1-5 year portfolio shall be within a range of 75% to 125% of the Barclay's 1-5 Year Government/Credit Bond Index. The charitable gift annuity pool seeks to produce a relatively predictable and stable payout stream that will satisfy the funds distribution obligations while achieving long-term capital appreciation of the overall fund balance. The charitable gift annuity pool seeks to produce a relatively predictable and stable payout stream that will satisfy the funds distribution obligations while achieving long-term capital appreciation of the overall fund balance. The charitable gift annuity pool may invest in cash and cash equivalents, U.S. and non-U.S. equities, fixed-income, and real estate. Charitable trust investment objectives and asset allocation guidelines are determined based on the individual circumstances of each trust account. Allowable investments for charitable trusts include cash and cash equivalents, U.S. and non-U.S. equities, fixed-income, real estate, and commodities.

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**(3) Investments and Related Policies**

**(a) Interest Rate Risk**

As of June 30, 2024 and 2023, OHSU had the following investments and maturities at fair value:

	<b>2024</b>				
	<b>Maturity</b>				
	<b>Less than 1 year</b>	<b>1–5 Years</b>	<b>6–10 Years</b>	<b>More than 10 years or none</b>	<b>Total</b>
Cash and cash equivalents	\$ 57,459	—	—	—	57,459
US government securities	89,783	144,497	57,749	34,702	326,731
US agency securities	1,441	6,026	12,057	106,482	126,006
Domestic equity securities	—	—	—	690,843	690,843
International equity securities	—	—	—	479,908	479,908
US corporate securities	11,256	77,841	33,483	33,385	155,965
Non-US corporate securities	2,812	14,757	7,891	5,688	31,148
Asset-backed securities	2,838	28,963	7,320	25,761	64,882
Venture capital and private equity	—	—	—	665,985	665,985
Mutual funds – fixed income only	46,138	51,319	61,243	24,337	183,037
Municipal bonds	—	1,526	1,029	928	3,483
Other fixed income	—	84	16	—	100
Alternative Investments	—	—	—	267,934	267,934
Real estate investments and other	—	—	—	78,129	78,129
	<u>\$ 211,727</u>	<u>325,013</u>	<u>180,788</u>	<u>2,414,082</u>	<u>3,131,610</u>
	<b>2023</b>				
	<b>Maturity</b>				
	<b>Less than 1 year</b>	<b>1–5 Years</b>	<b>6–10 Years</b>	<b>More than 10 years or none</b>	<b>Total</b>
Cash and cash equivalents	\$ 76,406	—	—	—	76,406
US government securities	97,622	156,636	63,281	44,746	362,285
US agency securities	923	8,715	11,447	128,735	149,820
Domestic equity securities	—	—	—	556,833	556,833
International equity securities	—	—	—	409,238	409,238
US corporate securities	110,016	91,713	38,977	40,676	281,382
Non-US corporate securities	2,587	20,996	8,376	8,670	40,629
Asset-backed securities	2,226	21,324	6,183	26,299	56,032
Venture capital and private equity	—	—	—	656,810	656,810
Mutual funds – fixed income only	34,574	51,355	51,775	28,396	166,100
Municipal bonds	96	1,566	1,506	694	3,862
Other fixed income	—	340	21	11,345	11,706
Alternative Investments	—	—	—	247,116	247,116
Real estate investments and other	—	—	—	72,143	72,143
	<u>\$ 324,450</u>	<u>352,645</u>	<u>181,566</u>	<u>2,231,701</u>	<u>3,090,362</u>

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OHSU held \$64,882 and \$56,032 of asset-backed securities collateralized primarily by auto loans, credit card receivables, and collateralized mortgage obligations as of June 30, 2024 and 2023, respectively. These securities are valued at their estimated fair values. The valuation of these securities is sensitive to principal prepayments, which may result from a decline in interest rates, and they are sensitive to an increase in average maturity, which may result from interest rate increases that lead to decreasing prepayments.

**(b) Credit Risk**

The investment policy of the short duration 1–5 year separately managed account requires minimum ratings or better from Standard & Poor’s, Moody’s, or Fitch as follows:

	<b>Minimum Standard &amp; Poor’s rating</b>	<b>Minimum Moody’s rating</b>	<b>Minimum Fitch rating</b>
US and foreign corporate indebtedness	BBB- or A-2	Baa3 or P-2	BBB- or F-2
Certificates of deposit	BBB- or A-2	Baa3 or P-2	BBB- or F-2
Foreign government, foreign agency, or supranational organization debt	A or A-1	A2 or P-1	A or F-1
Agency mortgage-backed securities	AAA	Aaa	AAA
Commercial mortgage-backed securities	AAA	Aaa	AAA
Asset-backed securities	AAA	Aaa	AAA
Municipal bonds	A	A2	A

At the time of purchase, securities must be rated by at least two of the three rating agencies. If the security is rated by all three agencies, the middle rating will apply. If only two ratings are available, then the lower rating will be used.

If the credit quality of a holding in the current fund declines so that it is below the level required as stated above, a decision will be made by the Investment Committee to hold or sell the security.

Investments in the charitable gift annuity pool shall have a minimum credit quality rating of Baa/BBB or an average credit rating of Baa/BBB for mutual funds or pooled funds and a minimum rating of A-1/P-1 for investments in commercial paper. The charitable trust investments generally have a minimum credit quality rating in investment-grade Baa/BBB bond investments and a minimum rating of A-1/P-1 for investments in commercial paper. However, an individual trust may hold up to 9% of the portfolio in below-investment-grade investments.



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As of June 30, 2024 and 2023, OHSU had the following investments with credit rating at fair value:

Investment type	Credit rating S&P or equivalent	Total	
		2024	2023
Cash and money market funds	AAA	\$ 57,459	76,406
US government securities	AAA	—	35,375
	AA+	326,059	325,534
	AA	672	925
	A-	—	410
	BBB-	—	41
US agency securities	AAA	16,890	17,658
	AA+	100,113	132,162
	BBB+	395	—
US corporate securities	Not rated	8,608	—
	AAA	3,563	11,457
	AA+	3,109	8,073
	AA	4,920	7,458
	AA-	5,230	19,953
	A+	6,401	30,674
	A	27,810	60,162
	A-	16,044	52,277
	BBB+	15,196	24,090
	BBB	36,093	51,126
	BBB-	9,366	10,268
	BB	1,742	2,882
	B	438	498
Below B	119	28	
Not rated	25,934	391	
Non-U.S. Corporate Securities	NA	—	2,045
	AAA	3,533	6,948
	AA+	—	499
	AA	1,003	1,133
	AA-	491	1,345
	A+	1,144	2,199
	A	1,820	5,050
	A-	5,434	7,703
	BBB+	3,436	7,130
	BBB	3,929	5,669

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Investment type	Credit rating S&P or equivalent	Total	
		2024	2023
Non-U.S. corporate securities	BBB-	\$ 2,042	2,080
	Not rated	8,316	—
Asset-backed securities	NA	—	874
	AAA	23,977	17,122
	AA+	—	171
	AA	4,340	4,267
	A	3,598	1,687
	BBB+	—	342
	BBB	5,135	3,907
	BBB-	437	413
	BB	1,226	3,198
	B	1,832	1,788
	Below B	1,749	2,177
	Not rated	22,588	16,994
Mutual funds – fixed income only	NA	—	3,966
	AAA	96,925	97,810
	AA	32,145	7,557
	A	13,195	16,424
	BBB	16,902	19,762
	BB	5,490	6,479
	B	5,350	5,064
	Below B	7,925	5,962
Municipal bonds	Not rated	5,105	7,042
	AAA	449	493
	AA	2,917	2,870
	A	79	437
	BBB	—	11
	BB	38	51
	Other fixed income	BBB	—
BB		31	178
B		55	124
Below B		5	15
Not rated		9	11,345
Venture capital and private equity	NA	665,985	656,810
Alternative investments	NA	267,934	247,116
Real estate investments and other	NA	78,129	72,143
Domestic equity securities	NA	690,843	556,833
International equity securities	NA	479,908	409,238
		<u>\$ 3,131,610</u>	<u>3,090,362</u>

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**(c) Concentration of Credit Risk**

The investment policy of the short duration 1-5 year separately managed account limits investments in any issue or issuer as follows:

	<u>Maximum concentration</u>
U.S. and foreign corporate indebtedness	No more than 3% per issuer
Certificates of deposit	No more than 5% per issuer
Foreign government, foreign agency or supranational organization debt	No more than 5% per issuer
Agency mortgage-backed securities	No more than 15% per cusip
Commercial mortgage-backed securities	No more than 5% per cusip
Asset-backed securities	No more than 5% per cusip
Municipal bonds	No more than 5% per cusip

The investment policy relating to the charitable gift annuity pool limit investments in any one issue to a maximum of 5%, except for issues of the U.S. government and its agencies or diversified mutual funds, which may be held without limitation. The investment policy for charitable trusts limits investments in any one issue to a maximum of 5%, except for issues of the U.S. government and its agencies or diversified mutual funds.

As of June 30, 2024, OHSU held no individual investments or investments with an issuer that have balances in excess of the limits described above.

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**(d) Foreign Currency Risk**

The investment policies permit investments in international equity and other asset classes, which can include foreign currency exposure. The endowment fund allows for investments in international equities and in non-U.S. dollar-denominated bonds. The current fund allows up to 20% of the portfolio to be invested in non-U.S. sovereign or supranational issues. The charitable gift annuity pool investment policy allows up to 30% of the portfolio to be invested in international equities. The charitable trust investment policy allows up to 32% of the portfolio to be invested in international equities, based on the individual circumstances of each trust account. The following table details the fair value of foreign-denominated securities by currency type as of June 30, 2024 and 2023:

Foreign currency		Value (US dollar)	
		2024	2023
Euro	\$	14,704	15,462
British sterling pound		11,071	11,589
Canadian dollar		138	187
Danish Krone		1,835	—
Total	\$	<u>27,748</u>	<u>27,238</u>

**(4) Due from/to Contractual Agencies**

Due from contractual agencies, reflected in patient accounts receivable under current assets in the statements of net position, represents amounts receivable from the State Medicaid Program (Medicaid), the Federal Medicare Program (Medicare), and other contractual agencies. Due to contractual agencies, reflected in other current liabilities in the statements of net position, represents amounts payable to Medicaid, Medicare, and other contractual agencies. A summary of the balances as of June 30, 2024 and 2023 is as follows:

		Due from contractual agencies		Due to contractual agencies		Net, due from (to)	
		June 30, 2024	June 30, 2023	June 30, 2024	June 30, 2023	June 30, 2024	June 30, 2023
Medicaid	\$	20,677	55,480	—	—	20,677	55,480
IGT		2,972	—	(2,100)	(2,021)	872	(2,021)
Medicare		5,710	6,598	—	—	5,710	6,598
Other contractual agencies		12,506	6,644	—	—	12,506	6,644
	\$	<u>41,865</u>	<u>68,722</u>	<u>(2,100)</u>	<u>(2,021)</u>	<u>39,765</u>	<u>66,701</u>

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**(5) Capital Assets**

Capital assets for fiscal years ended June 30, 2024 and 2023 are listed by category below:

	<u>2024</u>	<u>2023</u>
Land and land improvements	\$ 89,201	84,835
Buildings and other improvements	3,110,759	3,033,056
Equipment	1,150,242	1,222,779
Construction in progress	425,538	219,524
Accumulated depreciation	<u>(2,462,877)</u>	<u>(2,433,216)</u>
Total capital assets, net excluding lease and subscription IT assets	2,312,863	2,126,978
Lease and subscription IT assets, net (note 13(g))	<u>113,313</u>	<u>104,902</u>
Total capital assets, net as reported in the statement of net position	\$ <u><u>2,426,176</u></u>	<u><u>2,231,880</u></u>

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The following is a summary of capital assets for the fiscal years ended June 30, 2024 and 2023:

	<b>Balance June 30, 2023</b>	<b>Increases</b>	<b>Decreases</b>	<b>Balance June 30, 2024</b>
Capital assets not depreciated:				
Land and land improvements	\$ 84,835	4,366	—	89,201
Construction in progress	219,524	276,258	(70,244)	425,538
Total capital assets not depreciated	304,359	280,624	(70,244)	514,739
Other capital assets:				
Buildings and other improvements	3,033,056	77,923	(220)	3,110,759
Equipment	1,222,779	82,533	(155,070)	1,150,242
Total other capital assets	4,255,835	160,456	(155,290)	4,261,001
Less accumulated depreciation:				
Buildings and other improvements	(1,455,609)	(106,520)	—	(1,562,129)
Equipment	(977,607)	(77,537)	154,396	(900,748)
Total accumulated depreciation	(2,433,216)	(184,057)	154,396	(2,462,877)
Other capital assets, net	1,822,619	(23,601)	(894)	1,798,124
Total capital assets, net	\$ 2,126,978	257,023	(71,138)	2,312,863
Lease and subscription IT assets, net (note 13(g))				113,313
Total capital assets, net as reported in the statement of net position				\$ 2,426,176

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	<b>Balance June 30, 2022</b>	<b>Increases</b>	<b>Decreases</b>	<b>Balance June 30, 2023</b>
Capital assets not depreciated:				
Land and land improvements	\$ 84,835	—	—	84,835
Construction in progress	120,952	165,881	(67,309)	219,524
Total capital assets not depreciated	<u>205,787</u>	<u>165,881</u>	<u>(67,309)</u>	<u>304,359</u>
Other capital assets:				
Buildings and other improvements	2,969,181	63,875	—	3,033,056
Equipment	1,166,596	63,185	(7,002)	1,222,779
Total other capital assets	<u>4,135,777</u>	<u>127,060</u>	<u>(7,002)</u>	<u>4,255,835</u>
Less accumulated depreciation:				
Buildings and other improvements	(1,342,998)	(108,271)	(4,340)	(1,455,609)
Equipment	(914,738)	(69,414)	6,545	(977,607)
Total accumulated depreciation	<u>(2,257,736)</u>	<u>(177,685)</u>	<u>2,205</u>	<u>(2,433,216)</u>
Other capital assets, net	<u>1,878,041</u>	<u>(50,625)</u>	<u>(4,797)</u>	<u>1,822,619</u>
Total capital assets, net	<u>\$ 2,083,828</u>	<u>115,256</u>	<u>(72,106)</u>	2,126,978
Lease and subscription IT assets, net (note 13(g))				<u>104,902</u>
Total capital assets, net as reported in the statement of net position				<u>\$ 2,231,880</u>

**(6) Compensated Absences Payable**

Vacation pay for classified employees is generally earned at 8 to 24 hours per month, depending on the length of service and classification, with a maximum accrual of up to 364 hours per employee and a maximum payment upon separation of up to 364 hours. A maximum of 96 to 288 hours of vacation can be earned per year, depending on the length of service and classification. Vacation/PTO pay for unclassified employees is earned at 14.67 to 17.33 hours per month, with a maximum accrual of 256 hours. The maximum payment of unused vacation/PTO hours for unclassified employees at termination is 80 hours at a 50% payment rate. There are a few exceptions, such as that the previous Management Service employees who transitioned to Unclassified Administrative on July 8, 1996 will be paid up to 250 hours unused accrued vacation at 100% pay rate. Eligible employees may have the opportunity to cash-out unused accrued vacation hours, up to 100 hours per year based on their representational group. Employees under the House Officers representation group are granted front-loaded vacation banks.

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Sick leave is recorded as an expense when paid. Sick leave for employees is generally earned at the rate of 8 hours per month and a maximum of 96 hours per year, with no restrictions on maximum hours accrued. Employees in the following groups earn sick leave at the rate of 1 hour for 30 hours worked: resource, flex, temporary, unclassified below 0.5FTE, OHSU student, non-OHSU student, and graduate assistant.

There are two representational groups setup with time off accruals based on the academic year: Graduate Researchers United (GRU) and House Officers Union (HOU). PTO for GRU represented employees is earned at the rate of 13.33 hours per month, with a maximum of 160 hours per year. These hours can be used for time off and sick leave. No cash-out of unused PTO GRU is available. GRU represented employees can carryover 10 days from one academic year to another. House Officers are granted 160 hours of vacation and 120 hours sick leave, front-loaded at the beginning of the academic year. Sick leave hours unused by the HOU represented employees during the academic year will carry over to the following appointment year. Vacation cash-out is not allowed for HOU represented employees and sick leave hours are not paid at separation.

**(7) Retirement Plans**

The University, excluding blended component units, offers various pension plans to all qualified employees: the State's Public Employees Retirement System (PERS), which includes a cost-sharing, defined-benefit plan, and defined-contribution plans (individual account plan – IAP), the University Pension Plan (UPP), and the Clinical Retirement Plan (CRP).

**(a) Defined-Benefit Pension Plan Descriptions**

PERS is a cost-sharing, multiemployer retirement system available to units of state government, political subdivisions, community colleges, and school districts, containing multiple actuarial pools. Plan assets may be used to pay the benefits of the employees of any employer that provides pensions through the plan. As of the June 30, 2023 measurement date, there were 897 participating employers.

PERS is administered in accordance with ORS Chapter 238, Chapter 238A, and Internal Revenue Code Section 401(a). The State's legislature has delegated authority to the Public Employees Retirement Board (PERS Board) to administer the system. The PERS Board is composed of five trustees who administer retirement (service and disability), death, and retiree health insurance benefits. All members of the PERS Board are appointed by the governor and confirmed by the state senate. The governor designates the chairperson. Statute specifies PERS Board membership must be three people with experience in business management, pension management, or investing who are not members of the PERS system; one person who is either an employee of the state in a management position or a person who holds an elective office in the governing body of a participating public employer other than the state; and one person representing public employees and retirees.



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The State's PERS issues a publicly available financial report that includes financial statements and required supplementary information, including a 10-year historical trend information showing the accumulation of sufficient assets to pay benefits when due. Copies of the State's PERS's Annual Comprehensive Financial Report (ACFR) and Actuarial Valuations may be obtained from the PERS website at <https://www.oregon.gov/pers/EMP/Pages/Actuarial-Financial-Information.aspx>.

PERS comprises three separate defined-benefit groups: PERS Tier 1, PERS Tier 2, and Oregon Public Service Retirement Plan (OPSRP).

(i) *Benefits Provided*

The following describes the benefits provided through the PERS plan:

(1) PERS Tier 1/PERS Tier 2

- (a) The Tier 1/Tier 2 plans are closed to new members hired on or after August 29, 2003.
- (b) Members are provided retirement, disability, and death benefits.
- (c) Vesting occurs if either of the following conditions are met, unless the account is withdrawn:
  - 1. An active member in each of 5 calendar years
  - 2. Reached at least 55 years of age while working in a qualifying position (age 50 for police and fire members).
- (d) The retirement allowance is payable monthly for life. It may be selected from 13 retirement benefit options. These options include survivorship benefits and lump-sum refunds.
- (e) The basic benefit is based on years of service and final average salary. A percentage (2.00% for police and fire employees, 1.67% for general employees) is multiplied by the number of years of service and the final average salary. Benefits may also be calculated under either a formula plus annuity (for members who were contributing before August 21, 1981) or a money match computation if a greater benefit results.
- (f) Normal retirement age for general members is age 58 for Tier 1 and age 60 for Tier 2, or any age with 30 years or more of retirement credit. Normal retirement age for police and fire members is age 55, or age 50 with 25 years or more of retirement credit. Benefits are reduced if normal retirement age is not attained.
- (g) Annual Cost of Living Adjustments (COLA) of up to 2% annually for service time accrued before October 1, 2013; COLA for service time after that date uses a lower rate. Service time accrued in both periods is "blended."

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(2) PERS OPSRP

- (a) The OPSRP plan is open to members hired on or after August 29, 2003.
- (b) Members are provided retirement, disability, and death benefits.
- (c) Vesting occurs if either of the following conditions are met, unless the account is withdrawn:
  - 1. Completion of at least 600 hours of service in each of five calendar years
  - 2. Reached normal retirement age as an active member on that date.
- (d) The retirement allowance is payable monthly for life.
- (e) The basic benefit is based on years of service and final average salary. A percentage (1.8% for police and fire employees, 1.5% for general employees) is multiplied by the number of years of service and the final average salary.
- (f) Normal retirement age for general members is age 65, or age 58 with 30 years or more of retirement credit. Normal retirement age for police and fire members is age 60, or age 53 with 25 years or more of retirement credit. Benefits are reduced if normal retirement age is not attained.
- (g) Annual COLA of up to 2% annually for service time accrued before October 1, 2013; COLA for service time after that date uses a lower rate. Service time accrued in both periods is “blended.”

(ii) *Contributions*

PERS funding policy provides for monthly employer contributions at actuarially determined rates. These contributions, expressed as a percentage of covered payroll, are intended to accumulate sufficient assets to pay benefits when due. This funding policy applies to the PERS defined-benefit plan and the other postemployment benefits (OPEB) plans.

The employer contribution rate for active employees is established by the PERS Board based upon actuarial valuations, which are performed once every two years to determine the level of employer contributions. Employer contribution rates during the period were based on the December 31, 2021 actuarial valuation. The rates were based on a percentage of payroll and first became effective July 1, 2023. The employer contribution rate for PERS Tier 1 and Tier 2 was 17.40% from July 1, 2023 to June 30, 2024. The employer contribution rate for OPSRP was 13.58% (OPSRP Police and Fire, 18.37%) from July 1, 2023 to June 30, 2024.

The State and certain schools, community colleges, and political subdivisions have made lump-sum payments to establish side accounts and their rates have been reduced. OHSU made \$0 and \$10,000 lump-sum payments to PERS during fiscal years 2024 and 2023, respectively.

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Amounts contributed post measurement date, including fiscal years 2024 and 2023 side account contributions of \$0 and \$10,000 are recorded as deferred outflows in the amount of \$61,583 and \$63,913 for the years ended June 30, 2024 and 2023, respectively. In fiscal year 2022, OHSU participated in the Employer Incentive Fund (EIF), a program that provided a 25% match on qualifying employer lump-sum payments. OHSU recognized the \$2,500 match payment as state appropriations in fiscal year 2024.

The defined-benefit pension plan contributions can be found in the required supplementary information.

*(iii) Net Pension Liability*

OHSU's proportionate share of the net pension liability for PERS as of June 30, 2024 and 2023 is \$512,611 and \$396,378, respectively, utilizing a June 30, 2023 and 2022 measurement date, respectively. The net pension liability for the June 30, 2024 and 2023 fiscal year-end was determined based on the results of the December 31, 2021 and 2020 actuarial valuation rolled forward to the respective measurement dates using standard actuarial procedures.

The basis for OHSU's proportion is actuarially determined by comparing OHSU's projected long-term contribution effort to the PERS cost-sharing, multiple-employer defined-benefit pension plan with the total projected long-term contribution effort of all participating employers. OHSU's proportionate share was 2.74% for the June 30, 2023 measurement date and 2.59% for the June 30, 2022 measurement date.

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions and pension expense, information about the fiduciary net position of PERS, and additions to/deductions from PERS' fiduciary net position have been determined on the same basis as they are reported by PERS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

*(iv) Proportionate Share of Pension Expense and Deferrals Related to Pensions*

OHSU's pension expense for the years ended June 30, 2024 and 2023 was \$75,215 and \$37,947, respectively. The pension expense, which is considered period interest cost, service cost, amortization of deferred outflows and inflows, and changes in benefit terms, has increased since prior year and is included in salaries, wages, and benefits in the statements of revenues, expenses, and changes in net position.

In July 2021, the assumed rate of return on investments was reduced from 7.20% to 6.90%. The new assumed rate was also used in the actuarial valuation, which established the employer contribution rates for the 2023-25 biennium.

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Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of the fiscal years ended June 30, 2024 and 2023:

	Deferred outflow of resources		Deferred inflow of resources	
	2024	2023	2024	2023
Differences between expected and actual experience	\$ 25,068	19,241	(2,033)	(2,472)
Changes of assumptions	45,537	62,194	(340)	(568)
Net difference between projected and actual earnings on pension plan investments	9,214	—	—	(70,865)
Changes in proportionate share	21,522	4,370	(20,043)	(33,275)
Differences between contributions and OHSU's proportionate share of system contributions	3,541	3,503	(26,106)	(33,860)
Total (prior to post-MD contributions)	104,882	89,308	(48,522)	(141,040)
Contributions subsequent to the measurement date	61,583	63,913	—	—
Gross deferred outflow (inflow) of resources	\$ 166,465	153,221	(48,522)	(141,040)

The contributions made subsequent to the measurement date of \$61,583 will be recognized as a reduction in the net pension liability during the year ending June 30, 2024.

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Remaining amounts reported as deferred outflows of resources and deferred inflows of resources related to pension will be recognized in pension expense as follows:

<u>Fiscal year ending</u>	<u>Deferred outflow (inflow) of resources</u>
2025	\$ 1,102
2026	(19,253)
2027	50,978
2028	20,480
2029	3,053
Total	<u>\$ 56,360</u>

(v) *Actuarial Methods and Assumptions*

The following methods and assumptions were used in developing total pension liability reported as of June 30, 2024 and 2023:

<u>Actuarial methods and Assumptions</u>	<u>2024</u>	<u>2023</u>
Valuation date	December 31, 2021	December 31, 2020
Measurement date	June 30, 2023	June 30, 2022
Experience study report	2020, published July 2021 Based on data for the experience period January 1, 2017 to December 31, 2020	2020, published July 2021 Based on data for the experience period January 1, 2017 to December 31, 2020
Actuarial assumptions:		
Actuarial cost method	Entry age normal	Entry age normal
Inflation rate	2.40%	2.40 %
Long-term expected rate of return	6.90	6.90
Discount rate	6.90	6.90
Projected salary increases	3.40	3.40
Cost of Living Adjustments (COLA)	Blend of 2% COLA and graded COLA (1.25%/0.15%) in accordance with <i>Moro</i> case decision; blend based on service	Blend of 2% COLA and graded COLA (1.25%/0.15%) in accordance with <i>Moro</i> case decision; blend based on service

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Actuarial methods and Assumptions	2024	2023
Mortality	<p><b>Healthy retirees and beneficiaries:</b> Pub-2010 Healthy annuitant, sex-distinct, generational with Unsex, Social Security Data Scale, with collar adjustments and set-backs as described in the valuation</p> <p><b>Active members:</b> Pub-2010 Employees, sex-distinct, generational with Unisex, Social Security Data Scale, with collar adjustments and setbacks as described in the valuation</p> <p><b>Disabled retirees:</b> Pub-2010 Disabled retirees, sex-distinct, generational with Unsex, Social Security Data Scale.</p>	<p><b>Healthy retirees and beneficiaries:</b> Pub-2010 Healthy annuitant, sex-distinct, generational with Unsex, Social Security Data Scale, with collar adjustments and set-backs as described in the valuation</p> <p><b>Active members:</b> Pub-2010 Employees, sex-distinct, generational with Unisex, Social Security Data Scale, with collar adjustments and setbacks as described in the valuation</p> <p><b>Disabled retirees:</b> Pub-2010 Disabled retirees, sex-distinct, generational with Unsex, Social Security Data Scale.</p>

Actuarial valuations of an ongoing plan involve estimates of the value of projected benefits and assumptions about the probability of events far into the future. Actuarially determined amounts are subject to continual revision as actual results are compared to past expectations and new estimates are made about the future. Experience studies are performed as of December 31 of even numbered years. The 2020 experience study, used in developing total pension liability measured as of June 30, 2023, was based on the data for the experience period January 1, 2017 to December 31, 2020.

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(vi) *Discount Rate*

The discount rate used to measure the total pension liability for the fiscal years ended June 30, 2024 and 2023 was 6.90% and 6.90%, respectively. The projection of cash flows used to determine the discount rate assumed that contributions from plan members and those of the contributing employers are made at the contractually required rates, as actuarially determined. Based on those assumptions, the pension plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments for PERS was applied to all periods of projected benefit payments to determine the total pension liability. The impact of a 1.00% decrease and increase in the discount rate on the net pension liability is as follows:

**Discount Rate Sensitivity – Net Pension Liability**

(Dollars in thousands)

<u>OHSU’s proportionate share</u>	<u>1% Decrease</u>	<u>Current discount rate</u>	<u>1% Increase</u>
June 30, 2024	\$ 846,737	512,611	232,983
June 30, 2023	702,942	396,378	139,798

(vii) *Investments*

The Oregon State Treasury is the investment officer for the State. Investment standards are established in ORS 293.726 and require funds to be managed as a prudent investor would do. The Oregon Investment Council (OIC) establishes policies for the investment and reinvestment of moneys in the Oregon Public Employees Retirement Fund (OPERF).

ORS 293.701 defines the investment funds over which OIC has responsibility. Included is the OPERF, which comprises the defined-benefit pension plan, the individual account program, and the other postemployment benefit plans. OIC establishes policies for the investment and reinvestment of moneys in the investment funds as well as the acquisition, retention, management, and disposition of investments in the investment funds. OIC is also responsible for providing an examination of the effectiveness of the investment program.

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(1) *Assumed Asset Allocation*

The following table illustrates both the assumed and actual asset allocation. Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of the measurement date June 30, 2023:

**OIC Target and Actual Investment Allocation as of June 30, 2023**

<u>Asset class/strategy</u>	<u>OIC policy low range</u>	<u>OIC policy high range</u>	<u>OIC target allocation</u>	<u>Asset class/strategy</u>	<u>Actual allocation<sup>2</sup></u>
Debt securities	20.0 %	30.0 %	25.0 %	Debt securities	20.0 %
Public equity	22.5	32.5	27.5	Public equity	23.3
Real estate	9.0	16.5	12.5	Real estate	13.6
Private equity	17.5	27.5	20.0	Private equity	26.5
Real assets	2.5	10.0	7.5	Real Assets	9.1
Diversifying strategies	2.5	10.0	7.5	Diversifying Strategies	5.0
Opportunity portfolio <sup>1</sup>	—	5.0	—	Opportunity portfolio <sup>1</sup>	2.5
Total			<u>100.0 %</u>	Total	<u>100.0 %</u>

<sup>1</sup> Opportunity Portfolio is an investment strategy. Up to 5% of total Fund assets may be invested in it.

<sup>2</sup> The target allocation of Debt Securities is increased by 5% and Public Equity is reduced by 2.5% from FY2022, and the allocation to Risk Parity is eliminated.



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The following table illustrates both the assumed and actual asset allocation. Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of the measurement date June 30, 2022:

**OIC Target and Actual Investment Allocation as of June 30, 2022\***

<u>Asset class/strategy</u>	<u>OIC policy low range</u>	<u>OIC policy high range</u>	<u>OIC target allocation</u>	<u>Asset class/strategy</u>	<u>Actual allocation<sup>3</sup></u>
Debt securities	15.0 %	25.0 %	20.0 %	Debt securities	19.8 %
Public equity	25.0	35.0	30.0	Public equity	21.2
Real estate	7.5	17.5	12.5	Real estate	13.6
Private equity	15.0	27.5	20.0	Private equity	28.0
Risk Parity <sup>2</sup>	—	3.5	2.5	Risk Parity <sup>2</sup>	2.0
Real Assets	2.5	10.0	7.5	Real Assets	7.9
Diversifying Strategies	2.5	10.0	7.5	Diversifying Strategies	4.9
Opportunity portfolio <sup>1</sup>	—	5.0		Opportunity portfolio <sup>1</sup>	2.6
Total			<u>100.0 %</u>	Total	<u>100.0 %</u>

<sup>1</sup> Opportunity portfolio is an investment strategy, and it may be invested up to 5% of total Fund assets

<sup>2</sup> Risk Parity is a new investment strategy added to the asset allocation mix in 2019.

<sup>3</sup> Based on the actual investment value at 6/30/2022.

\* The OIC target allocations are based on OIC asset classes as determined by each manager's primary investment type, not the financial statement classification of individual holdings. The target allocation amounts do not include deferred compensation plan investments. The actual investment allocation is based on the financial statement investment classifications, including deferred compensation plan investments. Risk parity is included with the alternatives portfolio.

*(2) Long-Term Expected Rate of Return*

To develop an analytical basis for the selection of the long-term expected rate of return assumption, the PERS Board reviews long-term assumptions developed by the consulting actuary's capital market assumptions team and the OIC investment advisers. The table below shows the actuary's assumptions for each of the asset classes in which the plan was invested at that time based on the OIC long-term target asset allocation. The OIC's description of each asset class was used to map the target allocation to the asset classes shown below. Each asset class assumption is based on a consistent set of underlying assumptions and includes

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adjustment for the inflation assumption. These assumptions are not based on historical returns, but instead are based on a forward-looking capital market economic model.

Asset class	2024 Target allocation <sup>1</sup>	2024 Compound annual return (Geometric) <sup>2</sup>	Asset class	2023 Target allocation <sup>1</sup>	2023 Compound annual return (Geometric) <sup>2</sup>
Global Equity	27.50 %	7.07 %	Global Equity	30.62 %	5.85 %
Private Equity	25.50	8.83	Private Equity	25.50	7.71
Core Fixed Income	25.00	4.50	Core Fixed Income	23.75	2.73
Real Estate	12.25	5.83	Real Estate	12.25	5.66
Master Limited Partnerships	0.75	6.02	Master Limited Partnerships	0.75	5.71
Infrastructure	1.50	6.51	Infrastructure	1.50	6.26
Commodities			Commodities	0.63	3.10
Hedge Fund of Funds – Multistrategy	1.25	6.27	Hedge Fund of Funds – Multistrategy	1.25	5.11
Hedge Funds Equity – Hedge	0.63	6.48	Hedge Funds Equity – Hedge	0.63	5.31
Hedge Funds – Macro	5.62	4.83	Hedge Funds – Macro	5.62	5.06
US Cash			US Cash	(2.50)	1.76
Assumed Inflation – Mean		2.35	Assumed Inflation – Mean	—	2.40
	100.00 %			100.00 %	

<sup>1</sup> Based on the OIC Statement of Investment Objectives and Policy Framework for the Oregon Public Employees Retirement Fund, revised as of January 25, 2023.

<sup>2</sup> The arithmetic mean is a component that goes into calculating the geometric mean. Expected rates of return are presented using the geometric mean, which the Board uses in setting the discount rate.

**(b) Other Retirement Plans**

In addition to the PERS defined-benefit retirement plan, OHSU has two defined-contribution plans – the University Pension Plan (UPP) and Clinical Retirement Plan (CRP). OHSU also offers employees the opportunity to supplement their retirement income through pre-tax and/or post-tax Roth contributions to the Voluntary Retirement Savings Plans.

*(i) University Pension Plan (UPP)*

Effective July 1, 1996, OHSU established the UPP. The UPP is a defined-contribution plan, which is available as an alternate to PERS for employees who are not eligible for the CRP. Employees become fully vested in employer contributions over a three- to four-year period (depending on collective bargaining agreements) or upon reaching age 50. Contribution levels are determined by the collective bargaining agreements for union represented employees and the board of directors of OHSU for noncollective bargaining employees.

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401(a) UPP contributions are made at 6% for AFSCME represented, Research and Unclassified Administrative employees. This contribution is employer paid and is fully vested at the time of the contribution. For ONA-represented employees contribution begins at 5%, increasing to 6% contribution after three years. Non-Clinical Faculty contributions are made at 12%, half of which is vested immediately.

403(b) Matching Plan is offered to eligible employees enrolled in the 401(a) University Pension Plan (UPP), with contributions stopping once the annual IRS elective contribution limit is reached each year. ONA employees enrolled into the UPP are automatically defaulted into the 403b for a 6% pre-tax deduction. 403(b) match contributions are always 100% vested.

457(b) is available for House Officers and Postdoctoral Scholars. Eligible participants receive an annual retirement plan contribution from OHSU, currently at 3%, which is fully vested immediately. This contribution reduces the employee elective deferral limit for the 457(b) voluntary retirement savings plan.

(ii) *Clinical Retirement Plan (CRP)*

For employees who are members of OHSU Practice Plan (OPP) who work in a qualifying position, OHSU offers participation in the CRP. The CRP is an employer-paid, defined-contribution plan, and contributions to this plan are fully vested at the time of the contribution. A variable contribution rate is used for employees enrolled prior to January 1, 2009. After January 1, 2009, a 12% contribution rate is used, with an annual earning cap.

	<u>2024</u>	<u>2023</u>
UPP:		
Employer contribution	\$ 81,730	68,709
Employee contribution <sup>(1)</sup>	24,812	23,301
	<u>\$ 106,542</u>	<u>92,010</u>
CRP:		
Employer contribution	\$ 46,225	40,899
	<u>\$ 46,225</u>	<u>40,899</u>

<sup>(1)</sup> Of the employees' share, the employer paid \$24,812 and \$23,301 related to noncollective bargaining employees and ONA-represented employees in fiscal years 2024 and 2023, respectively.

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*(iii) Voluntary Savings Plans*

OHSU offers all eligible employees, full and part time, an option to participate in one of two tax-deferred savings plans through the University Voluntary Savings Program. The 403(b) Plan is often referred to as a tax-deferred investment plan while the 457(b) Plan is referred to as a deferred compensation plan. Both plans offer a variety of investment options. The contribution and investment earnings under these plans are tax deferred, which may be accumulated by the employee for distribution at a future date. ONA-represented, research and unclassified administrative employees hired July 1, 2017 or later, and enrolled in the UPP, are eligible for a 403(b) match paid by the employer, otherwise, all other contributions to these plans are made by the employee and are fully vested at the time of the contribution. The IRS sets the contribution limit for the voluntary retirement plans each year.

The Foundation has defined-contribution plans available for substantially all employees. The plans are funded through the purchase of a group annuity contract with an insurance company at a discretionary amount equal to 12% of eligible compensation. Contributions are fully vested after five years. The Foundation contributed \$1,500 and \$1,100 for the purchase of retirement annuities during the fiscal years ended June 30, 2024 and 2023, respectively

**(8) Postemployment Benefits Other than Pensions (OPEB)**

OHSU administers a single-employer, defined-benefit healthcare plan for qualified employees and postemployment healthcare for retiring employees eligible to receive medical coverage. Additionally, for eligible PERS members, PERS administers the Retirement Health Insurance Account (RHIA) cost-sharing, multiple-employer defined-benefit OPEB plan.

**(a) Single-Employer, Defined-Benefit Plan**

*(i) Plan Description*

OHSU provides retiree health program coverage to current and future retirees of OHSU who qualify for retirement. Members who terminate prior to retirement eligibility or are not participating in the plan at retirement are not eligible to participate in the program. The employee must be actively enrolled in an OHSU medical plan at the time of separation from OHSU.

No assets are accumulated in a trust that meets the criteria in paragraph 4 of GASB Statement No. 75.

*(ii) Employees Covered by Benefit Terms*

The plan provides access for retiring employees to OHSU's employee medical plans at the same premium rates assessed to active employees. As of the measurement date of October 1, 2023, the following employees were covered by the benefit terms.

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OHSU had a reduction of force occur between the measurement date of October 1, 2023 and reporting date of June 30, 2024. As a part of OHSU's strategic alignment there was the termination of 500 positions as of June 30, 2024. Actuarial reporting will be updated for this change and OHSU's financials will show corresponding adjustment and impact on fiscal year 2025 financials.

	<b>October 1</b>	
	<b>2023</b>	<b>2022</b>
Active employees	18,644	15,304
Retired members and others, receiving benefits	106	125
Total participants	<u>18,750</u>	<u>15,429</u>

(iii) *Benefit Payments*

Benefit payments made for the fiscal years ended June 30, 2024 and 2023 were \$764 and \$664, respectively.

(iv) *Total OPEB Liability*

The total OPEB liability as of the reporting date June 30, 2024 and 2023 is \$22,363 and \$21,064, respectively. The total OPEB liability was determined by an actuarial valuation as of October 1, 2023, calculated based on the discount rate and actuarial assumptions below, and was then projected forward to the measurement date. The liability is included in other noncurrent liabilities in the accompanying statements of net position.

(v) *Actuarial Assumptions and Other Inputs*

The following methods and assumptions were used in developing the total OPEB liability.

<b>Fiscal year ended</b>	<b>June 30, 2024</b>	<b>June 30, 2023</b>
Valuation date	October 1, 2023	October 1, 2021
Measurement date	October 1, 2023	October 1, 2022
Reporting date	June 30, 2024	June 30, 2023
Experience study report	2020 Oregon PERS Experience Study Based on January 1, 2017 to December 31, 2020	2018 Oregon PERS Experience Study Based on January 1, 2015 to December 31, 2018
Inflation	2.40 %	2.40 %
Discount rate*	4.09 %	4.02 %

\* The discount rate was based on the Bond Buyer General Obligation 20-Bond Municipal Index.

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(vi) *Expense and Deferred (Inflows)/Outflows of Resources Related to OPEB*

The OPEB expense, which is considered concurrent period interest cost, service cost, amortization of deferred outflows and inflows, and effect of plan changes, was \$2,811 and \$2,933 for the fiscal year ended June 30, 2024 and 2023, respectively.

As of June 30, 2024 and 2023, the deferred inflows and outflows of resources were as follows:

	<b>Deferred outflow of resources</b>		<b>Deferred inflow of resources</b>	
	<b>2024</b>	<b>2023</b>	<b>2024</b>	<b>2023</b>
Differences between expected and actual experience	\$ 2,231	1,945	—	—
Changes of assumptions	2,563	3,970	(5,330)	(5,825)
Total (prior to post-MD contributions)	4,794	5,915	(5,330)	(5,825)
Contributions subsequent to the measurement date	765	664	—	—
Gross deferred outflow (inflow) of resources	\$ <u>5,559</u>	<u>6,579</u>	<u>(5,330)</u>	<u>(5,825)</u>

The contributions made subsequent to the measurement date of \$765 will be recognized as a reduction in the total OPEB liability during the year ending June 30, 2025.

**(b) Cost-Sharing, Multiple-Employer Defined-Benefit Plan**

(i) *Plan Description*

ORS 238.420 established the RHIA. RHIA is a cost-sharing, multiple-employer OPEB plan for 904 participating employers. The plan was closed to new entrants hired on or after August 29, 2003.

The State's PERS issues a publicly available financial report that includes financial statements and required supplementary information, including a 10-year historical trend information showing the accumulation of sufficient assets to pay benefits when due. Copies of the Oregon Public Employees Retirement System's Comprehensive Annual Financial Report and Actuarial Valuations may be obtained from the PERS Web site at:

[www.oregon.gov/pers/Pages/Financials/Actuarial-Financial-Information.aspx](http://www.oregon.gov/pers/Pages/Financials/Actuarial-Financial-Information.aspx).

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*(ii) Benefits Provided*

The plan authorizes a payment of up to sixty dollars from RHIA toward the monthly cost of health insurance for eligible PERS members.

*(iii) Contributions*

Contributions are advance-funded on an actuarially determined basis. The contractually required contributions for retiree healthcare liabilities for the period July 1, 2023 through June 30, 2025 are 0.04% for Tier One and Tier Two member-covered salaries to amortize the unfunded actuarial accrued liability. These rates were based on the December 31, 2021 actuarial valuation.

Contributions to the OPEB plan from OHSU were \$4 and \$57 for the years ended June 30, 2024 and 2023, respectively. Employees are not required to contribute to the OPEB plan.

*(iv) OPEB Asset, OPEB Expense (Income), and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB*

At fiscal years ended June 30, 2024 and 2023, OHSU reported an asset of \$10,576 and \$11,743 for its proportionate share of the net OPEB asset, respectively. The net OPEB asset was measured as of June 30, 2020 and 2019 and the total OPEB asset used to calculate the net OPEB asset was determined by an actuarial valuation as of December 31, 2021 and 2020, respectively. OHSU's proportion of the net OPEB asset was based on a projection of OHSU's long-term share of contributions to the OPEB plan relative to the projected contributions of all participating members, actuarially determined. At the June 30, 2023 and 2022 measurement date, OHSU's proportionate share was 2.89% and 3.30%, respectively.

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The OPEB expense (income), which is considered concurrent period interest cost, service cost, amortization of deferred outflows and inflows, and effect of plan changes, was (\$1,450) and (\$2,198), for the years ended June 30, 2024 and 2023, respectively. As of June 30, 2024 and 2023, the deferred inflows and outflows of resources were as follows:

	Deferred outflow of resources		Deferred inflow of resources	
	2024	2023	2024	2023
Differences between expected and actual experience	\$ —	—	(266)	(318)
Changes of assumptions	30	92	(114)	(391)
Net difference between projected and actual earnings on investments	729	—	(189)	(896)
Changes in proportionate share	—	—	—	(976)
Total (prior to post-MD contributions)	759	92	(569)	(2,581)
Contributions subsequent to the measurement date	4	57	—	—
Gross deferred outflow (inflow) of resources	\$ 763	149	(569)	(2,581)

The contributions made subsequent to the measurement date of \$4 will be recognized as a reduction in the total OPEB liability during the year ending June 30, 2024.



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(v) *Actuarial Assumptions and Other Inputs*

The total OPEB asset (liability) in the December 31, 2021 and 2020 actuarial valuations were determined using the following actuarial assumptions, applied to all periods included in the measurement.

<u>Fiscal year ended</u>	<u>June 30, 2024</u>	<u>June 30, 2023</u>
Valuation date	December 31, 2021	December 31, 2020
Measurement date	June 30, 2023	June 30, 2022
Reporting date	June 30, 2024	June 30, 2023
Experience study report	2020, published July 20, 2021	2020, published July 20, 2021
	Based on data for the experience period January 1, 2017 to December 31, 2020	Based on data for the experience period January 1, 2017 to December 31, 2020
Actuarial assumptions:		
Actuarial cost method	Entry age normal	Entry age normal
Inflation rate	2.40%	2.40%
Long-term expected rate of return	6.90%	6.90%
Discount rate	6.90%	6.90%

**(9) Long-Term Debt, Bonds, and Right-to-Use Lease Liabilities**

Long-term debt and long-term leases at June 30, 2024 and 2023 is as follows:

	<u>2024</u>	<u>2023</u>
Revenue bonds:		
Series 2015C	\$ 100,000	100,000
Series 2016B	199,835	199,835
Series 2017A	65,460	65,460
Series 2019A	110,255	117,840
Series 2019B-2	150	150
Series 2019C	63,115	65,045
Series 2021A	338,380	338,380
Series 2021B-1	45,990	45,990
Series 2021B-2	45,970	45,970
Series 2021C	11,585	11,585

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	<u>2024</u>	<u>2023</u>
Direct placement and direct purchase revenue bonds:		
Series 2017B	\$ 50,000	50,000
Series 2019D	46,915	50,000
Series 2022A	35,595	46,150
Other debt:		
State of Oregon DSPA and TIC Agreements	23,430	24,421
City of portland local improvement district agreements	5,831	7,686
Line of credit	—	—
Unamortized bond premiums and discounts	104,517	115,628
Financed purchases	2,477	4,059
Long-term leases <sup>(a)</sup>	97,483	92,761
	<u>1,346,988</u>	<u>1,380,960</u>
Less: Current portion of long-term debt and long-term leases	<u>(37,308)</u>	<u>(40,458)</u>
Noncurrent long-term debt and long-term leases	\$ <u>1,309,680</u>	<u>1,340,502</u>

(a) The Foundation recorded lease liabilities and subscription IT liabilities of \$10,546 and \$11,148 as of June 30, 2024 and 2023, respectively.

**(a) Revenue Bonds**

**2015C Revenue Bonds**

OHSU Series 2015C Revenue Bonds (2015C Bonds) are taxable fixed rate bonds with an outstanding principal amount of \$100,000 as of June 30, 2024. The 2015C Bonds have a maturity date of July 1, 2045, and require semiannual interest payments at a coupon rate of 5.0%. Proceeds from the 2015C Bonds were used for general public corporation or other public purposes, including, but not limited to, financing capital expenses, noncapital expenses, and costs related to the issuance of the bonds. The 2015C Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2015C Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2016B Revenue Bonds**

OHSU Series 2016B Revenue Bonds (2016B Bonds) are tax-exempt fixed rate bonds with an outstanding principal amount of \$199,835 as of June 30, 2024. The 2016B Bonds have maturities due beginning July 1, 2028 through July 1, 2046 requiring semiannual interest payments with coupon rates ranging from 2.5% to 5.0%. The 2016B Bonds were issued to advance refund the Series 2009A Bonds and for capital improvements related to the construction of an ambulatory care tower and as a prerequisite to the receipt of state matching grant funds for the construction of a new Knight Cancer Research Building. The 2016B Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2016B Bonds are not general obligation bonds and are payable solely from revenue pledged.

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**2017A Revenue Bonds**

OHSU Series 2017A Revenue Bonds (2017A Bonds) are tax-exempt fixed rate bonds with an outstanding principal amount of \$65,460 as of June 30, 2024. The 2017A Bonds have maturities due beginning July 1, 2033 through July 1, 2046 requiring semiannual interest payments with coupon rates ranging from 3.5% to 5.0%. The Series 2017A Bonds were issued for capital improvements related to the construction of an ambulatory care tower and as a prerequisite to the receipt of State matching grant funds for the construction of a new Knight Cancer Research Building. The 2017A Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2017A Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2019A Revenue Bonds**

OHSU Series 2019A Revenue Bonds (2019A Bonds) are tax-exempt fixed rate bonds with an outstanding principal amount of \$110,255 as of June 30, 2024. The 2019A Bonds have remaining maturities due July 1, 2024 through July 1, 2049, requiring semiannual interest payments with coupon rates ranging from 3.0% to 5.0%. The 2019A Bonds were issued as part of a financing transaction used to refund several prior bond series, to pay for capital improvements for the University, and to pay for costs of issuance for the bonds. The 2019A Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2019A Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2019B-2 Revenue Bonds (Partially Refunded)**

OHSU Series 2019B-2 Revenue Bonds (2019B-2 Bonds) were partially refunded on December 21, 2021. Several 2019B-2 Bonds were refunded for a total principal amount of \$48,970, following acceptance of stated amounts in a bond tender offer and exchange. Not all bonds were tendered, and there remains an outstanding principal amount of \$150 as of June 30, 2024. The remaining 2019B-2 Bonds are tax-exempt put bonds with maturities due beginning July 1, 2040 through July 1, 2042, that have a first optional redemption date of November 1, 2024, and a mandatory purchase date of February 1, 2025. The 2019B-2 Bonds require semiannual debt service payments at a coupon rate of 5.0%. The 2019B-2 Bonds were issued as part of a financing transaction used to refund several prior bond series and to pay for capital improvements for the University, and to pay for costs of issuance for the bonds. The 2019B-2 Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2019B-2 Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2019C Revenue Bonds**

OHSU Series 2019C Revenue Bonds (2019C Bonds) are taxable fixed rate bonds with an outstanding principal amount of \$63,115 as of June 30, 2024. The 2019C Bonds have remaining maturities due July 1, 2024 through July 1, 2032, and require semiannual interest payments with coupon rates ranging from 2.2% to 3.0%. The 2019C Bonds were issued as part of a financing transaction used to refund several prior bond series, to pay for capital improvements for the University, and to pay for costs of issuance for the bonds. The 2019C Bonds are limited obligations of OHSU and are secured by OHSU's

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gross revenues. The 2019C Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2021A Revenue Bonds**

OHSU Series 2021A Revenue Bonds (2021A Bonds) are tax-exempt fixed rate bonds with an outstanding principal amount of \$338,380 as of June 30, 2024. The 2021A Bonds have maturities due beginning July 1, 2033 through July 1, 2051, and require semiannual interest payments with coupon rates ranging from 3.0% to 5.0%. The 2021A Bonds were issued as part of a financing transaction used to refund several prior bond series, to pay for capital improvements for the University including acquisition of an office building, and to pay for costs of issuance for the bonds. The 2021A Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2021A Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2021B-1 Revenue Bonds**

OHSU Series 2021B-1 Revenue Bonds (2021B-1 Bonds) are tax-exempt long-term rate bonds with an outstanding principal amount of \$45,990 as of June 30, 2024. The 2021B-1 Bonds have maturities due beginning July 1, 2040 through July 1, 2046, and require semiannual interest payments with coupon rates of 5.0%. The 2021B-1 Bonds have a first optional redemption date of November 1, 2029, and an initial long-term rate mandatory purchase date of February 1, 2030. The 2021B-1 Bonds were issued as part of a financing transaction used to refund several prior bond series, to pay for capital improvements for the University including acquisition of an office building, and to pay for costs of issuance for the bonds. The 2021B-1 Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2021B-1 Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2021B-2 Revenue Bonds**

OHSU Series 2021B-2 Revenue Bonds (2021B-2 Bonds) are tax-exempt long-term rate bonds with an outstanding principal amount of \$45,970 as of June 30, 2024. The 2021B-2 Bonds have maturities due beginning July 1, 2040 through July 1, 2046, and require semiannual interest payments with coupon rates of 5.0%. The 2021B-2 Bonds have a first optional redemption date of November 1, 2031, and an initial long-term rate mandatory purchase date of February 1, 2032. The 2021B-2 Bonds were issued as part of a financing transaction used to refund several prior bond series, to pay for capital improvements for the University including acquisition of an office building, and to pay for costs of issuance for the bonds. The 2021B-2 Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2021B-2 Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2021C Revenue Bonds**

OHSU Series 2021C Revenue Bonds (2021C Bonds) are tax-exempt long-term rate bonds with an outstanding principal amount of \$11,585 as of June 30, 2024. The 2021C Bonds have maturities due beginning July 1, 2040 through July 1, 2042, and require semiannual interest payments with coupon rates of 4.0%. The 2021C Bonds have a first optional redemption date of November 1, 2028, and an initial long-term rate mandatory purchase date of February 1, 2029. The 2021C Bonds were issued as

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part of a financing transaction used to refund several prior bond series, to pay for capital improvements for the University including acquisition of an office building, and to pay for costs of issuance for the bonds. The 2021C Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2021C Bonds are not general obligation bonds and are payable solely from revenue pledged.

**(b) Direct Placement and Direct Purchase Bonds**

**2017B Revenue Bonds**

OHSU Series 2017B Revenue Bonds (2017B Bonds) are tax-exempt fixed rate direct placement bonds with an outstanding principal amount of \$50,000 as of June 30, 2024. The 2017B Bonds were issued for capital improvements related to the construction of an ambulatory care tower and as a prerequisite to the receipt of state matching grant funds for the construction of a new Knight Cancer Research Building. The 2017B Bonds are subject to event of default provisions that may cause the full outstanding amount to become immediately due and payable at the discretion of the bondholder representative. Event of default provisions are extensive with certain provisions subjective in nature based on materiality. Some notably event of default provisions included, but not limited to, are if the University fails to pay principal or interest on any bond when due, if the University makes any material misrepresentation in connection to the agreement, and if the University fails to meet the debt covenants requiring financial disclosures. The 2017B Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2017B Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2019D Revenue Refunding Bonds**

OHSU Series 2019D Revenue Bonds (2019D Bonds) were converted to tax-exempt fixed rate direct purchase rate bonds from taxable fixed rate direct purchase rate bonds on April 5, 2022. The 2019D Bonds have an outstanding principal amount of \$46,915 as of June 30, 2024. The 2019D Bonds were originally issued to refund a portion of the OHSU Series 2012E Revenue Bonds on an advance refunding basis. The 2019D Bonds are subject to event of default provisions that may cause the full outstanding amount to become immediately due and payable at the discretion of the bondholder representative. Event of default provisions are extensive with certain provisions subjective in nature based on materiality. Some notably event of default provisions included, but not limited to, are if the University fails to pay principal or interest on any bond when due, if the University makes any material misrepresentation in connection to the agreement, and if the University fails to meet the debt covenants requiring financial disclosures. The 2019D Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2019D Bonds are not general obligation bonds and are payable solely from revenue pledged.

**2022A Revenue Refunding Bonds**

OHSU Series 2022A Revenue Bonds (2022A Bonds) were issued on April 5, 2022 as tax-exempt direct purchase rate bonds with a par amount of \$56,495. The 2022A Bonds have an outstanding principal amount of \$35,595 as of June 30, 2024. The 2022A Bonds were issued to refund on a current basis a portion of the OHSU Series 2012A Revenue Bonds. The 2022A Bonds are subject to event of default provisions that may cause the full outstanding amount to become immediately due and payable at the

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discretion of the bondholder representative. Event of default provisions are extensive with certain provisions subjective in nature based on materiality. Some notable event of default provisions included, but not limited to, are if the University fails to pay principal or interest on any bond when due, if the University makes any material misrepresentation in connection to the agreement, and if the University fails to meet the debt covenants requiring financial disclosures. The 2022A Bonds are limited obligations of OHSU and are secured by OHSU's gross revenues. The 2022A Bonds are not general obligation bonds and are payable solely from revenue pledged.

**(c) Other Debt**

**OHSU Portion of State of Oregon Article XI-F(1) Debt (Pursuant to DSPA and TIC Agreements)**

OHSU has agreements with the Oregon State Board of Higher Education (on behalf of the State of Oregon) pursuant to which OHSU makes semiannual payments to the State in amounts sufficient to pay, when due, principal, interest, and other charges with respect to debt incurred by the State for the benefit of OHSU. This debt is commonly referred to as Article XI-F(1) debt and the agreements between OHSU and the State are commonly referred to as the Debt Service Payment Agreement (DSPA) and the Tenancy in Common Agreement (TIC).

In 1995, OHSU became an independent public corporation pursuant to an act of the Oregon Legislative Assembly (the Act). Pursuant to the Act, OHSU assumed liability for outstanding indebtedness of the State previously incurred for the benefit of OHSU. To evidence this obligation, OHSU and the Oregon State Board of Higher Education (on behalf of the State of Oregon) entered into the DSPA.

In 2011, OHSU entered into a joint construction project with the Oregon State Board of Higher Education to build the Robertson Life Sciences Building (previously referred to as the Collaborative Life Sciences Building) on OHSU's Schnitzer Campus located in Portland's South Waterfront to be jointly owned, developed, and operated collaboratively with Portland State University and Oregon State University. As partial consideration for OHSU's receipt of 50% undivided percentage interest in the tenancy in common of the Robertson Life Sciences Building, OHSU entered into the TIC in which OHSU agreed to pay to the State for a portion of the debt issued by the State to fund the construction of the project.

Pursuant to the DSPA and TIC, OHSU has an obligation to the State, and the State is the bond issuer. From time to time, the State has refinanced its bonds, some of which has affected the underlying bonds that were assigned to the DSPA and TIC. The total amount outstanding for the State of Oregon Article XI-F(1) debt assigned to OHSU under the DSPA and TIC as of June 30, 2024 and 2023 are \$23,430 and \$24,421. These balances are included in long-term debt in the statements of net position. Payments under the terms of the DSPA and TIC by OHSU represents full satisfaction of any legal obligation related to such outstanding indebtedness.

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**City of Portland Local Improvement District Agreements**

OHSU initially entered into various local improvement district agreements (LIDs) with the City of Portland, Oregon during fiscal years 2007 and 2008 for real improvements to Portland's South Waterfront District. During fiscal year 2012, OHSU entered into additional LIDs with the City of Portland for real improvements to the same Portland South Waterfront District. All outstanding LIDs debt is scheduled to be repaid in semiannual installments, with maturities through fiscal year 2029 and interest rates ranging between 4.19% and 4.71%. The total outstanding amount of principal as of June 30, 2024 and 2023 are \$5,831 and \$7,686, respectively, and have been included in long-term debt in the statements of net position.

**(a) Line of Credit**

OHSU has a single line of credit available with U.S. Bank National Association for an aggregate principal amount not to exceed \$100,000. Interest is payable on a monthly basis and interest rates are variable based on the monthly SOFR rate and an applicable margin. As of June 30, 2024, OHSU has not drawn on its line of credit.

Pursuant to the Fourth Amendment to Credit Agreement (Fourth Amendment) dated as of May 1, 2024, the Fourth Amendment made changes, including, without limitation, extending the Maturity Date of the Line of Credit to April 30, 2025.

The line of credit is subject to event of default provisions that would cause the full outstanding amount to become immediately due and payable. Event of default provisions are extensive with certain provisions subjective in nature based on materiality. Some notably event of default provisions included, but not limited to, are if the University fails to pay principal or interest on the loan when due, if the University makes any material misrepresentation in connection to the agreement, and if the University fails to meet the debt covenants requiring financial disclosures.

**(b) Unamortized Bond Premiums and Discounts**

OHSU has issued bonds at a premium and bonds at a discount. The premium and discount are amortized over the original life of the bond or through the bond mandatory tender date as applicable. The unamortized balances are included in long-term debt in the statements of net position. The unamortized net premium balances as of June 30, 2024 and 2023 are \$104,517 and \$115,628, respectively.

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**(h) Summary of Principal and Interest Payments**

Principal and interest payments under the outstanding long-term debt and long-term lease obligations are as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Year(s) ending June 30:			
2025	\$ 37,308	50,212	87,520
2026	48,457	48,094	96,551
2027	43,966	46,343	90,309
2028	35,798	44,761	80,559
2029	32,954	43,392	76,346
2030–2034	174,353	198,179	372,532
2035–2039	170,159	162,267	332,426
2040–2044	205,774	119,959	325,733
2045–2049	311,497	60,185	371,682
2050–2054	182,205	9,785	191,990
	<u>\$ 1,242,471</u>	<u>783,177</u>	<u>2,025,648</u>

**(i) Changes in Long-Term Liabilities**

Changes in OHSU's total long-term liabilities during the fiscal years ended June 30, 2024 and 2023 is summarized below:

	June 30, 2023 balance	Increases	Decreases	June 30, 2024		Total
				Current portion	Noncurrent portion	
Liability for self-funded insurance programs	\$ 101,925	36,179	(30,281)	61,167	46,656	107,823
Liability for life income agreements	20,503	6,293	(2,081)	—	24,715	24,715
Long-term debt	1,284,140	—	(37,112)	12,730	1,234,298	1,247,028
Long-term financed purchase	4,059	—	(1,582)	1,670	807	2,477
ROU lease liability	92,761	34,673	(29,951)	22,908	74,575	97,483
Other noncurrent liabilities	29,250	147,795	(146,095)	—	30,950	30,950
Pension liability	396,378	321,136	(204,903)	—	512,611	512,611
	<u>\$ 1,929,016</u>	<u>546,076</u>	<u>(452,005)</u>	<u>98,475</u>	<u>1,924,612</u>	<u>2,023,087</u>



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	June 30, 2022 balance	Increases	Decreases	June 30, 2023		Total
				Current portion	Noncurrent portion	
Liability for self-funded insurance programs	\$ 103,397	37,298	(38,770)	45,397	56,528	101,925
Liability for life income agreements	20,111	2,496	(2,104)	—	20,503	20,503
Long-term debt	1,329,406	—	(45,266)	13,881	1,270,259	1,284,140
Long-term financed purchase	2,418	3,147	(1,506)	1,582	2,477	4,059
ROU lease liability	88,047	35,503	(30,789)	24,995	67,766	92,761
Other noncurrent liabilities	45,049	21,436	(37,235)	—	29,250	29,250
Pension liability	305,955	405,974	(315,551)	—	396,378	396,378
	<u>\$ 1,894,383</u>	<u>505,854</u>	<u>(471,221)</u>	<u>85,855</u>	<u>1,843,161</u>	<u>1,929,016</u>

**(10) Life Income Fund – Annuities**

Assets contributed as life income agreements are recorded at their fair value. The present value of estimated future payments to beneficiaries of annuity agreements is recorded as a liability. The present values of these estimated payments were determined on the basis of published actuarial factors for the ages of the respective annuity beneficiaries. Differences between the assets contributed and the expected payments to be made to beneficiaries have been recorded as donations in the year established.

Life income contributions, including gifts, grants, and contracts in the accompanying statements of revenues, expenses, and changes in net position, are as follows for the fiscal years ended June 30, 2024 and 2023:

	2024		
	Agreements	Asset	Liability
Charitable remainder unitrusts	3	\$ 658	1
Charitable gift annuities	12	4,677	2,472
Total	15	\$ 5,335	2,473

	2023		
	Agreements	Asset	Liability
Charitable remainder unitrusts	2	\$ 6	2
Charitable gift annuities	4	335	207
Total	6	\$ 341	209

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The assets and corresponding liabilities related to life income agreements are included in long-term investments, restricted, and the liability for life income agreements in the accompanying statements of net position.

Total life income instruments held at June 30, 2024 and 2023 are as follows:

	<b>2024</b>		
	<b>Agreements</b>	<b>Asset</b>	<b>Liability</b>
Charitable remainder unitrusts	34	\$ 17,128	5,203
Charitable lead unitrusts	2	23,364	10,708
Charitable gift annuities	167	14,817	8,032
Life estate agreements	3	1,568	772
Total	206	\$ 56,877	24,715
	<b>2023</b>		
	<b>Agreements</b>	<b>Asset</b>	<b>Liability</b>
Charitable remainder unitrusts	39	\$ 16,764	5,281
Charitable lead unitrusts	3	21,522	8,713
Charitable gift annuities	157	9,990	5,689
Life estate agreements	3	1,604	820
Total	202	\$ 49,880	20,503

Ten charitable gift annuities, included above, with a total gift value of \$3.0 million, have been reinsured with insurance carriers in order to reduce liability exposure. Under the reinsurance contracts, the insurance carrier pays the future beneficiary payments. To the extent, the insurance carriers are unable to perform under the contract, the foundation would be responsible for payment.

**(11) Funds Held in Trust by Others**

The Foundation is the named beneficiary of 38 and 39 trusts held by outside trustees as of June 30, 2024 and 2023, respectively. The reported fair market value of trust assets held by others was \$55,600 and \$51,400 for the years ended June 30, 2024 and 2023, respectively. The Foundation records contributions as trust distributions occur. Trust distributions of \$1,900 and \$2,200 were recorded as contributions during the fiscal years ended June 30, 2024 and 2023, respectively.

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**(12) Pledges and Estates Receivables**

The Foundation had the following pledges and estates receivable as of June 30, 2024 and 2023:

	<u>2024</u>	<u>2023</u>
Pledges maturing within 1 year	\$ 144,607	122,888
Pledges maturing within 2–10 years	14,168	93,990
	<u>158,775</u>	<u>216,878</u>
Less allowance for uncollectible pledges	(519)	(621)
	<u>158,256</u>	<u>216,257</u>
Less discount for net present value (rates of 0.14% to 4.88%)	(1,677)	(3,468)
Total net pledges receivable	<u>156,579</u>	<u>212,789</u>
Estates receivable	10,475	10,400
Less allowance for uncollectible estates	(18)	(17)
Less discount for net present value (rates of 0.22% to 0.98%)	(1,016)	(1,026)
Total net estates receivable	<u>9,441</u>	<u>9,357</u>
Total pledges and estates receivable	<u>\$ 166,020</u>	<u>222,146</u>

**(13) Commitments and Contingencies**

**(a) Liability for Self-Funded Insurance Programs**

Coverage for professional liability, patient general liability, and automobile liability is provided through OHSU's solely owned captive insurance company, OHSU Insurance Company. Current coverage limits are \$4,650 per claim with an annual aggregate of \$20,000 for professional liability and \$3,000 per claim for general liabilities.

Coverage for the directors' and officers' liability and employment practices liability deductible is also provided through OHSU Insurance Company. Current coverage limits for claims made on or after July 1, 2014 are \$1,000 for each and every claim.

Coverage for the cyber liability deductible is also provided through OHSU Insurance Company. The coverage limit for cyber liability is \$250 for each and every claim.

Excess coverage and reinsurance is provided by a variety of insurers for claims that may exceed these limits. Coverage is written on a claims-made basis.

OHSU has contracted with independent actuaries to estimate the ultimate costs of settlement related to the coverage provided by OHSU Insurance Company. The liabilities are discounted at 3.5% in 2024 and 3.5% in 2023 and, in management's opinion, provide an adequate reserve for loss contingencies.

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In December 2007, the Oregon Supreme Court found unconstitutional certain provisions of the Oregon Tort Claims Act (OTCA) that limited OHSU's liability for the acts of its employees and agents in large damages cases.

Effective July 1, 2009, the OTCA was amended by Senate Bill 311 for events occurring on or after December 28, 2007. The new OTCA limits are as follows:

<u>Date of event</u>	<u>New OTCA limit (per claim)</u>	<u>Occurrence aggregate</u>
07/01/2010–06/30/2011	\$ 1,600	3,200
07/01/2011–06/30/2012	1,700	3,400
07/01/2012–06/30/2013	1,800	3,600
07/01/2013–06/30/2014	1,900	3,800
07/01/2014–06/30/2015	2,000	4,000
07/01/2015–06/30/2016	2,048	4,096
07/01/2016–06/30/2017	2,074	4,147
07/01/2017–06/30/2018	2,118	4,236
07/01/2018–06/30/2019	2,182	4,363
07/01/2019–06/30/2020	2,247	4,494
07/01/2020–06/30/2021	2,308	4,615
07/01/2021–06/30/2022	2,348	4,695
07/01/2022–06/30/2023	2,418	4,836

The impact of this decision has been included in the liability for self-funded insurance programs in the accompanying financial statements.

In September 2013, a judgment was awarded against OHSU in a professional liability case that was in excess of the OTCA, which limits OHSU's and other Oregon public body's liability for the acts of its employees and agents. OHSU disbursed the sum of \$3,000, the amount of the tort cap in place at the date of the event. In May 2016, the Oregon Supreme Court affirmed the OTCA in this case.

Effective January 1, 2017, OHSU Insurance Company affiliated with a newly formed Oregon limited liability company called OHSU Project Co., LLC (a controlled affiliate of OHSU), which comprises OHSU and other nonaffiliated healthcare providers and systems, referred to as members. The operating agreement of OHSU Project Co., LLC asserts that OHSU's membership interest or voting power with respect to OHSU Project Co., LLC may not constitute less than ten percent (10%) of the outstanding membership interests. OHSU's membership interest was 37.4% and 34.8% as of June 30, 2024 and 2023, respectively.

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The OHSU Project Co., LLC's sole purpose is to purchase casualty stop-loss insurance from OHSU Insurance Company for the benefit of its members. Each provider is entitled to coverage equal to its percentage membership interest in the limited liability company. The contracted payor effectuated the health insurance products entering into a provider-networking contract with OHSU Project Co., LLC.

INSCO provides to OHSU Project Co., LLC medical aggregate excess of loss coverage for its share of the medical loss ratio (MLR) risk and cedes a portion of the risk to Swiss Re. Should MLR deteriorate sufficiently so as to trigger the risk ceded to Swiss Re, then Swiss Re will be liable for 90% of OHSU Project Co., LLC's risk share, subject to a maximum liability of \$1,500 with the 10% retention staying with OHSU Insurance Company.

On January 1, 2006, workers compensation coverage for all employees was placed with the SAIF Corporation in accordance with statutory requirements. The State Accident Insurance Fund also provides Employers Liability coverage in the amount of \$500, without retention. The State Accident Insurance Fund policy was written as a paid loss retrospective plan until July 1, 2017 at which time it converted its coverage to a guaranteed cost plan. This paid premium is an estimate and varies with audited payroll. In addition, the State Accident Insurance Fund bills monthly for the prior year's claims paid losses (2006 to June 2017), adding a 16.5% loss conversion factor to the paid loss costs. Six months after the policy term, and every 12 months thereafter, a retrospective evaluation is completed (for years 2006 to June 2017) to determine any additional amounts to be paid, including outstanding reserves, for claims relating to the policy year.

**(b) Unemployment Compensation**

Unemployment compensation claims are administered by the Oregon Employment Division pursuant to Oregon Revised Statutes. The estimated amount of future benefits payments to claimants and the resulting liability to OHSU have been reflected as accrued salaries, wages, and benefits in the accompanying statements of net position.

**(c) Employee Health Programs**

OHSU is self-insured for its risk of loss related to costs to insure its employees for medical, dental, and vision coverage. OHSU has utilized a third-party actuary to assist in the estimation of its liability for the employee health programs related to claims payable and those claims incurred but not yet paid or reported of approximately \$37,953 and \$30,455 as of June 30, 2024 and 2023, respectively. These amounts are included in current portion of self-funded insurance program liabilities in the accompanying statements of net position.

**(d) Labor Organizations**

As of fiscal year-end June 30, 2024, approximately 61.1% of OHSU's employees are represented by labor organizations: 16% of OHSU's employees are nurses represented by the ONA, 39% of OHSU's employees are represented by the AFSCME, 1% of OHSU's employees are represented by Graduate Researchers United-AFSCME, 5% of OHSU's employees are represented by AFSCME House Officers Union and 0.1% of OHSU's employees are represented by the OHSU Police Association. The current contract with ONA will expire on June 30, 2026. The current contract with AFSCME expires on

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June 30, 2025. The current contract with Graduate Researchers United-AFSCME expires on June 30, 2027. The current contract with AFSCME House Officers Union expires on June 30, 2027. The current contract with the OHSU Police Association expires on June 30, 2027.

**(e) Construction Contracts**

OHSU had outstanding commitments on unexpended construction contracts totaling approximately \$12,063 and \$4,216 at June 30, 2024 and 2023, respectively. These commitments will be primarily funded from gifts, grants, funds held by trustee, and other investment accounts.

**(f) Legal Proceedings**

The healthcare industry and academic medical centers are subject to numerous laws and regulations of federal, state, and local governments. These laws and regulations include, but are not limited to, laws and regulations related to licensure, accreditation, government health program participation, reimbursement for patient services, Medicare and Medicaid fraud and abuse, and laws and regulations governing the conduct of federally funded research, research involving human and animal subjects, and other facets of research. Government monitoring and enforcement activity continues with respect to possible violations of fraud and abuse laws and regulations and other laws and regulations applicable to healthcare providers and healthcare institutions, including academic medical centers. Violations of these laws and regulations could result in expulsion from government healthcare programs, together with the imposition of significant fines and penalties and repayments for patient services previously billed. Management believes OHSU is in compliance with applicable fraud and abuse laws and regulations, as well as other applicable government laws and regulations.

OHSU's compliance with the referenced laws and regulations may be subject to current or future government review and interpretation, as well as regulatory actions unknown or unasserted at this time.

OHSU is involved in litigation and is periodically the subject of regulatory inquiries in the normal course of its business. In past years, OHSU was subject to several federal healthcare audits as a part of national initiatives targeting large numbers of hospitals and academic medical centers and was the subject of government-issued subpoenas and postpayment reviews concerning specific OHSU billing practices. OHSU responded to these audits, subpoenas, and reviews, and these matters were resolved or are expected to be resolved without material adverse effect on OHSU's financial position, changes in financial position, or liquidity.

**(g) Leases (lessee) and Similar Subscription Based Information Technology Arrangements**

As discussed in note 1(w), OHSU is a lessee for various noncancelable leases of buildings and equipment. OHSU also has noncancelable subscription arrangements (similar to a lease) for the right-to-use various information technology hardware and software (subscription IT arrangements).

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*Intangible right-to-use lease and subscription IT assets*

A summary of lease and subscription IT asset activity during the year ended June 30, 2024 is as follows:

	<u>Balance June 30, 2023</u>	<u>Additions</u>	<u>Remeasurements</u>	<u>Deductions</u>	<u>Balance June 30, 2024</u>
Lease assets:					
Buildings and equipment	\$ 107,512	21,077	(8,396)	(1,241)	118,952
Less accumulated amortization:					
Buildings and equipment	(38,422)	(9,751)	(1,584)	1,208	(48,549)
Total lease assets, net	<u>69,090</u>	<u>11,326</u>	<u>(9,980)</u>	<u>(33)</u>	<u>70,403</u>
Subscription IT assets	62,132	16,585	13,226	(6,345)	85,598
Less accumulated amortization:					
Subscription IT assets	(26,320)	(17,950)	(558)	2,140	(42,688)
Subscription IT assets, net	<u>35,812</u>	<u>(1,365)</u>	<u>12,668</u>	<u>(4,205)</u>	<u>42,910</u>
Total lease and subscription IT assets, net	\$ <u>104,902</u>	<u>9,961</u>	<u>2,688</u>	<u>(4,238)</u>	<u>113,313</u>

A summary of lease and subscription IT asset activity during the year ended June 30, 2023 is as follows:

	<u>Balance June 30, 2022</u>	<u>Additions</u>	<u>Remeasurements</u>	<u>Deductions</u>	<u>Balance June 30, 2023</u>
Lease assets:					
Buildings and equipment	\$ 93,234	9,566	12,047	(7,335)	107,512
Less accumulated amortization:					
Buildings and equipment	(25,995)	(12,263)	(164)	—	(38,422)
Total lease assets, net	<u>67,239</u>	<u>(2,697)</u>	<u>11,883</u>	<u>(7,335)</u>	<u>69,090</u>
Subscription IT assets	40,655	10,651	11,846	(1,020)	62,132
Less accumulated amortization:					
Subscription IT assets	(10,514)	(14,350)	(3,634)	2,178	(26,320)
Subscription IT assets, net	<u>30,141</u>	<u>(3,699)</u>	<u>8,212</u>	<u>1,158</u>	<u>35,812</u>
Total lease and subscription IT assets, net	\$ <u>97,380</u>	<u>(6,396)</u>	<u>20,095</u>	<u>(6,177)</u>	<u>104,902</u>

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*Lease and subscription IT liabilities*

A summary of changes in the related lease and subscription IT liabilities during the year ended June 30, 2024 is as follows:

	<u>Balance June 30, 2023</u>	<u>Additions</u>	<u>Remeasurements</u>	<u>Deductions</u>	<u>Balance June 30, 2024</u>	<u>Amounts Due within one year</u>
Lease liabilities and subscription IT liabilities \$	92,761	34,673	3,934	(33,885)	97,483	22,908

A summary of changes in the related lease and subscription IT liabilities during the year ended June 30, 2023 is as follows:

	<u>Balance June 30, 2022</u>	<u>Additions</u>	<u>Remeasurements</u>	<u>Deductions</u>	<u>Balance June 30, 2023</u>	<u>Amounts Due within one year</u>
Lease liabilities and subscription IT liabilities \$	88,047	35,503	(1,256)	(29,533)	92,761	24,995

Future annual lease payments are as follows:

Year ending June 30:	<u>Principal amount</u>	<u>Interest amount</u>	<u>Total</u>
2025	\$ 12,597	3,023	15,620
2026	11,346	2,362	13,708
2027	11,938	1,834	13,772
2028	8,627	1,374	10,001
2029	6,351	1,005	7,356
2030–2034	13,752	2,199	15,951
2035–2039	4,109	343	4,452
2040–2044	145	19	164
2045–2049	66	1	67
	<u>\$ 68,931</u>	<u>12,160</u>	<u>81,091</u>



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Future annual subscription IT payments are as follows:

	<b>Principal amount</b>	<b>Interest amount</b>	<b>Total</b>
Year ending June 30:			
2025	\$ 10,311	141	10,452
2026	10,784	803	11,587
2027	5,643	399	6,042
2028	1,664	102	1,766
2029	73	3	76
2030–2034	75	1	76
	<u>\$ 28,550</u>	<u>1,449</u>	<u>29,999</u>

*Variable Lease and Subscription Payments*

Variable lease and subscription payments, other than those payments that depend on an index or rate or are fixed in substance, are excluded from the measurement of the lease and subscription IT liability. Such amounts are recognized as lease expense or subscription expense, respectively, in the period in which the obligation for those payments is incurred.

OHSU makes variable lease payments related to maintenance, support, utility, and insurance costs to its lessors. The amounts recognized as outflows (expense) for variable lease payments not included in the measurement of the lease liabilities were \$2,926 and \$2,581 during the years ended June 30, 2024 and 2023, respectively.

*Lease and Subscription Commitments*

As of June 30, 2024, OHSU had committed to no leases or IT subscriptions not yet commenced.

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**(h) Tuality Health Affiliation**

On February 1, 2016, OHSU affiliated with Tuality Healthcare (Tuality) through the execution of a management agreement (the Tuality Agreement) between the organizations. Under the Tuality Agreement, OHSU agrees to oversee the unified and integrated clinical enterprises of OHSU and Tuality as a single, integrated economic unit. OHSU and Tuality remain as separate entities, own their own assets, and continue to be the licensed operators of their own facilities. Per the agreement, OHSU has guaranteed Tuality's operating income and will provide operating cash flow support. The initial term of the Tuality Agreement is 20 years and it may be renewed or extended by written agreement of the parties. The Tuality Agreement is subject to termination in the event of material breaches of the agreement or for certain other reasons specified in the Tuality Agreement.

After February 1, 2016, OHSU guarantees operating income support in the following manner: to the extent Tuality incurs an operating loss for any fiscal year, OHSU will provide operating support in the form of a cash payment to Tuality in an amount equal to the operating loss, which will result in Tuality's operating income being equal to zero. OHSU may recoup prior payments for operating support from Tuality's positive operating cash flow generated in future fiscal years as specified in the Tuality Agreement. For fiscal years 2024 and 2023, operating income support amounted to \$8,080 and \$22,813, respectively.

During the first five years of the agreement, if Tuality's operating cash flow, defined in the Tuality Agreement as operating income plus depreciation less regular principal payments on long-term debt and less capital spending, was negative, OHSU provided Tuality a capital advance in the form of a cash payment to bring Tuality's operating cash flow to a balance of zero. The capital advance was recorded on Tuality's financial statements as a payable to OHSU, and on OHSU's financial statements as a receivable from Tuality, subject to any required reserves for estimates of collectibility. Such capital advances do not bear interest and is repayable by Tuality to OHSU from positive operating cash flow generated in future fiscal years under general guidelines specified in the Tuality Agreement. The total note receivable as of June 30, 2024 was \$19,951. In light of uncertain operating income, in the near term and the likelihood that cash flow available for repayment will be deferred into future years, OHSU recorded a valuation reserve of \$19,591 against the note receivable under other noncurrent assets as of June 30, 2021.

**(i) Adventist Health**

On January 1, 2018, OHSU and Adventist Health entered into a Health System agreement, an operating agreement and an academic affiliation agreement. Under this affiliation, OHSU and Adventist Health will operate as a unified clinical system with a shared bottom line. The affiliation applies to OHSU's Portland-area clinical services and activities and Adventist Health Portland, which includes the 302-bed Adventist Health Portland Medical Center and its 34 affiliated clinics and home care and hospice services in the Portland-Vancouver metro area. The other 19 Adventist Health hospitals in the western United States are excluded from the agreements. Each organization will retain its existing hospital licenses, capital assets, and employees and will not join each other's master trust indenture obligated group or otherwise guarantee each other's outstanding debt.

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Each entity will continue to maintain its individual mission and culture but will together strive to transform access and the delivery of healthcare to Oregonians through a unified clinical enterprise and shared brand experience. A board of managers comprising representatives from each organization has been created to oversee the system.

The initial term of the Adventist agreement is 20 years and it may be renewed or extended by written agreement of the parties, and the agreement is subject to termination in the event of material breaches or for certain other reasons specified in the agreement.

OHSU and Adventist Health's allocation amount is determined by multiplying the consolidated Metro Health System net operating results by such party's proportional allocation percentage, including the amount of such party's total capital charges (for the same period for which such allocation amount is determined). The result shall equal the party's net share of the Metro Health System earnings before interest, depreciation, and amortization (EBIDA).

OHSU and Adventist's net share for each period shall be compared to each party's actual metro clinical enterprise adjusted EBIDA for the same period. OHSU and Adventist Health agree that if a party's net share for a period is less than such party's metro clinical enterprise adjusted EBIDA for such period, such party shall pay to the other party the amount of the difference (net share payment). OHSU and Adventist agree that if a party's net share for a period is more than such party's metro clinical enterprise adjusted EBIDA for the same period, such party shall receive from the other party a payment in the amount of the difference (net share receivable).

For fiscal years 2024 and 2023, support payments to/(from) Adventist amounted to \$15,543 and \$10,740, respectively. In order to optimize healthcare provider coverage and accessibility within the Portland metropolitan area, OHSU also paid \$2,113 and \$2,355 for physician recruitments.

**(14) Subsequent Events**

On May 30, 2024, OHSU and Legacy Health executed a System Combination Agreement setting forth the terms by which the Parties would affiliate to create a combined healthcare system under OHSU as the combined system's sole corporate parent. The business combination is anticipated to occur in 2025, subject standard conditions and regulatory approvals.

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**(15) Blended Component Units**

Condensed combining statements for OHSU and its blended component units are shown below:

	2024				Total combined
	University	INSCO	OHSU Foundation	Eliminations/ reclassifications	
<b>Assets:</b>					
Current assets	\$ 1,272,289	23,213	157,535	(72,276)	1,380,761
<b>Noncurrent assets:</b>					
Capital assets, net of accumulated depreciation	2,414,389	—	11,787	—	2,426,176
Other noncurrent assets	1,395,144	83,265	1,649,942	—	3,128,351
Total noncurrent assets	3,809,533	83,265	1,661,729	—	5,554,527
Total assets	5,081,822	106,478	1,819,264	(72,276)	6,935,288
Deferred outflows	194,460	—	—	—	194,460
Total assets and deferred outflows	\$ 5,276,282	106,478	1,819,264	(72,276)	7,129,748
<b>Liabilities:</b>					
Current liabilities	\$ 705,570	1,007	82,397	(72,276)	716,698
Noncurrent liabilities	1,836,924	50,003	37,685	—	1,924,612
Total liabilities	2,542,494	51,010	120,082	(72,276)	2,641,310
Deferred inflows	56,791	—	153,369	—	210,160
<b>Net position:</b>					
Net investment in capital assets	1,218,373	—	1,241	—	1,219,614
Restricted, expendable	—	—	599,596	—	599,596
Restricted, nonexpendable	—	—	369,145	—	369,145
Unrestricted	1,458,624	55,468	575,831	—	2,089,923
Total net position	2,676,997	55,468	1,545,813	—	4,278,278
Total liabilities, deferred inflows, and net position	\$ 5,276,282	106,478	1,819,264	(72,276)	7,129,748

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	<b>2023</b>				
	<b>University</b>	<b>INSCO</b>	<b>OHSU Foundation</b>	<b>Eliminations/ reclassifications</b>	<b>Total combined</b>
<b>Assets:</b>					
Current assets	\$ 1,182,004	22,780	179,046	(71,426)	1,312,404
Noncurrent assets:					
Capital assets, net of accumulated depreciation	2,219,372	—	12,508	—	2,231,880
Other noncurrent assets	1,464,270	73,647	1,654,227	—	3,192,144
Total noncurrent assets	3,683,642	73,647	1,666,735	—	5,424,024
Total assets	4,865,646	96,427	1,845,781	(71,426)	6,736,428
Deferred outflows	185,518	—	—	—	185,518
Total assets and deferred outflows	\$ 5,051,164	96,427	1,845,781	(71,426)	6,921,946
<b>Liabilities:</b>					
Current liabilities	\$ 625,583	1,150	81,895	(71,426)	637,202
Noncurrent liabilities	1,756,148	53,113	33,900	—	1,843,161
Total liabilities	2,381,731	54,263	115,795	(71,426)	2,480,363
Deferred inflows	151,109	—	193,512	—	344,621
<b>Net position:</b>					
Net investment in capital assets	1,214,245	—	1,361	—	1,215,606
Restricted, expendable	—	—	643,863	—	643,863
Restricted, nonexpendable	—	—	340,236	—	340,236
Unrestricted	1,304,079	42,164	551,014	—	1,897,257
Total net position	2,518,324	42,164	1,536,474	—	4,096,962
Total liabilities, deferred inflows, and net position	\$ 5,051,164	96,427	1,845,781	(71,426)	6,921,946

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Condensed combining information related to revenues, expenses, and changes in net position for the years ended June 30, 2024 and 2023 is as follows:

	2024				Total combined
	University	INSCO	OHSU Foundation	Eliminations/ reclassifications	
Operating revenues:					
Patient service revenue	\$ 3,668,810	—	—	—	3,668,810
Student tuition and fees, net	81,293	—	—	—	81,293
Gifts, grants, and contracts	885,505	—	64,183	(144,124)	805,564
Other revenue	326,002	23,003	2,939	(29,786)	322,158
<b>Total operating revenues</b>	<b>4,961,610</b>	<b>23,003</b>	<b>67,122</b>	<b>(173,910)</b>	<b>4,877,825</b>
Operating expenses:					
Salaries, wages, and benefits	3,109,919	—	20,205	—	3,130,124
Defined-benefit pension	75,215	—	—	—	75,215
Services, supplies, and other	1,712,830	14,269	157,778	(172,781)	1,712,096
Depreciation and amortization	212,752	—	1,146	—	213,898
Interest	42,873	—	—	—	42,873
<b>Total operating expenses</b>	<b>5,153,589</b>	<b>14,269</b>	<b>179,129</b>	<b>(172,781)</b>	<b>5,174,206</b>
<b>Operating income (loss)</b>	<b>(191,979)</b>	<b>8,734</b>	<b>(112,007)</b>	<b>(1,129)</b>	<b>(296,381)</b>
Nonoperating revenues (expenses):					
Investment income and change in fair value of investments	170,782	4,570	91,961	—	267,313
State appropriations	72,886	—	—	—	72,886
Other	100,960	—	578	—	101,538
<b>Total nonoperating revenues (expenses), net</b>	<b>344,628</b>	<b>4,570</b>	<b>92,539</b>	<b>—</b>	<b>441,737</b>
<b>Net income (loss) before other changes in net position</b>	<b>152,649</b>	<b>13,304</b>	<b>(19,468)</b>	<b>(1,129)</b>	<b>145,356</b>
Other changes in net position:					
Contributions for capital and other Nonexpendable donations	6,024	—	—	1,129	7,153
	—	—	28,807	—	28,807
<b>Total other changes in net position</b>	<b>6,024</b>	<b>—</b>	<b>28,807</b>	<b>1,129</b>	<b>35,960</b>
<b>Total increase (decrease) in net position</b>	<b>158,673</b>	<b>13,304</b>	<b>9,339</b>	<b>—</b>	<b>181,316</b>
Net position – beginning of year	2,518,324	42,164	1,536,474	—	4,096,962
<b>Net position – end of year</b>	<b>\$ 2,676,997</b>	<b>55,468</b>	<b>1,545,813</b>	<b>—</b>	<b>4,278,278</b>

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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	2023				Total combined
	University	INSCO	OHSU Foundation	Eliminations/ reclassifications	
Operating revenues:					
Patient service revenue	\$ 3,337,828	—	—	—	3,337,828
Student tuition and fees, net	81,617	—	—	—	81,617
Gifts, grants, and contracts	815,435	—	72,940	(129,995)	758,380
Other revenue	274,777	22,596	2,298	(20,194)	279,477
Total operating revenues	4,509,657	22,596	75,238	(150,189)	4,457,302
Operating expenses:					
Salaries, wages, and benefits	2,685,085	—	17,529	—	2,702,614
Defined-benefit pension	37,947	—	—	—	37,947
Services, supplies, and other	1,527,048	24,318	141,572	(147,372)	1,545,566
Depreciation and amortization	209,179	—	1,256	—	210,435
Interest	42,798	—	—	—	42,798
Total operating expenses	4,502,057	24,318	160,357	(147,372)	4,539,360
Operating income (loss)	7,600	(1,722)	(85,119)	(2,817)	(82,058)
Nonoperating revenues (expenses):					
Investment income and change in fair value of investments	76,075	483	42,863	—	119,421
State appropriations	62,690	—	—	—	62,690
Other	22,222	—	1,343	—	23,565
Total nonoperating revenues (expenses), net	160,987	483	44,206	—	205,676
Net income (loss) before other changes in net position	168,587	(1,239)	(40,913)	(2,817)	123,618
Other changes in net position:					
Contributions for capital and other Nonexpendable donations	5,312	—	—	2,817	8,129
	—	—	17,444	—	17,444
Total other changes in net position	5,312	—	17,444	2,817	25,573
Total increase (decrease) in net position	173,899	(1,239)	(23,469)	—	149,191
Net position – beginning of year	2,344,425	43,403	1,559,943	—	3,947,771
Net position – end of year	\$ 2,518,324	42,164	1,536,474	—	4,096,962

**OREGON HEALTH & SCIENCE UNIVERSITY**  
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June 30, 2024 and 2023

(Dollars in thousands)

Condensed combining information related to cash flows for the years ended June 30, 2024 and 2023 is as follows:

	<b>2024</b>				
	<b>University</b>	<b>INSCO</b>	<b>OHSU Foundation</b>	<b>Eliminations/ reclassifications</b>	<b>Total combined</b>
Net cash provided by (used in) operating activities	\$ 45,749	9,040	(61,689)	—	(6,900)
Net cash provided by noncapital financing activities	168,424	—	30,643	—	199,067
Net cash used in capital and related financing activities	(483,862)	—	(1,027)	—	(484,889)
Net cash provided by (used in) investing activities	286,350	(7,904)	(11,087)	—	267,359
Net change in cash and cash equivalents	16,661	1,136	(43,160)	—	(25,363)
Cash and cash equivalents, beginning of year	177,010	348	59,272	—	236,630
Cash and cash equivalents, end of year	\$ 193,671	1,484	16,112	—	211,267
	<b>2023</b>				
	<b>University</b>	<b>INSCO</b>	<b>OHSU Foundation</b>	<b>Eliminations/ reclassifications</b>	<b>Total combined</b>
Net cash provided by (used in) operating activities	\$ 132,055	1,378	(14,370)	—	119,063
Net cash provided by noncapital financing activities	85,080	—	16,358	—	101,438
Net cash used in capital and related financing activities	(339,043)	—	(1,267)	—	(340,310)
Net cash provided by (used in) investing activities	85,283	(6,545)	15,229	—	93,967
Net change in cash and cash equivalents	(36,625)	(5,167)	15,950	—	(25,842)
Cash and cash equivalents, beginning of year	213,635	5,515	43,322	—	262,472
Cash and cash equivalents, end of year	\$ 177,010	348	59,272	—	236,630



**OREGON HEALTH & SCIENCE UNIVERSITY**  
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 Required Supplementary Information (Unaudited)  
 June 30, 2024 and 2023  
 (Dollars in thousands)

**Required Supplementary Information (Unaudited)**  
**Schedule of Proportionate Share of the Net Pension Liability and Related Ratios**

(Dollar amounts in thousands)

<b>Defined-benefit pension plan<sup>1</sup></b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
OHSU's proportion of the net pension liability (rounded)	2.74 %	2.59 %	2.56 %	2.73 %	2.91 %	3.01 %
OHSU's proportionate share of the net pension liability	\$ 512,611	396,378	305,955	595,311	503,720	456,006
Covered payroll	<u>369,176</u>	<u>346,723</u>	<u>330,673</u>	<u>340,369</u>	<u>330,868</u>	<u>323,343</u>
OHSU's proportionate share of the net pension liability as a percentage of covered payroll	<u>138.85 %</u>	<u>114.32 %</u>	<u>92.52 %</u>	<u>174.90 %</u>	<u>152.24 %</u>	<u>141.03 %</u>
Plan fiduciary net position as a percentage of the total pension liability	87.70 %	84.50 %	87.60 %	75.80 %	80.20 %	82.10 %

<sup>1</sup> Ten-year trend information will be presented prospectively.

**Required Supplementary Information (Unaudited)**  
**Schedule of Defined-Benefit Pension Plan Contributions**

(Dollars in thousands)

<b>Year ended June 30<sup>1</sup></b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Contractually required contributions	\$ 61,583	53,913	53,754	48,333	50,841	37,919
Contributions in relation to the contractually required contributions	<u>61,583</u>	<u>63,913</u>	<u>63,754</u>	<u>58,333</u>	<u>60,841</u>	<u>47,919</u>
Contribution excess	<u>\$ —</u>	<u>(10,000)</u>	<u>(10,000)</u>	<u>(10,000)</u>	<u>(10,000)</u>	<u>(10,000)</u>
OHSU's covered payroll	\$ 416,454	369,176	346,723	330,673	340,369	330,868
Contributions as a percentage of covered payroll	14.79 %	17.31 %	18.39 %	17.64 %	17.88 %	14.48 %

<sup>1</sup> Ten-year trend information will be presented prospectively.

See accompanying independent auditors' report.

**OREGON HEALTH & SCIENCE UNIVERSITY**

Combining Schedules of Net Position

June 30, 2024 with comparative totals for June 30, 2023

(Dollars in thousands)

Assets	Hospital	Other University	Total University	Foundation	Eliminations/ Reclassifications	2024	2023
Current assets:							
Cash and cash equivalents	\$ 486,266	(291,111)	195,155	16,112	—	211,267	236,630
Short-term Investments	—	22,191	22,191	—	—	22,191	22,040
Current portion of funds held by trustee	22,670	8,165	30,835	—	—	30,835	30,423
Patients accounts receivable, net of bad debt allowances of \$1,633 and \$755 – in 2024 and 2023, respectively	673,201	3,935	677,136	—	—	677,136	626,072
Student receivables	—	27,237	27,237	—	—	27,237	24,035
Grant and contract receivable	—	90,289	90,289	—	—	90,289	82,924
Current portion of pledges and estates receivable	—	—	—	137,777	—	137,777	115,949
Other receivables, net	60,852	84,181	145,033	2,973	(71,120)	76,886	69,491
Inventories, at cost	66,965	3,217	70,182	—	—	70,182	66,692
Prepaid expenses	15,871	20,417	36,288	673	—	36,961	38,148
Total current assets	<u>1,325,825</u>	<u>(31,479)</u>	<u>1,294,346</u>	<u>157,535</u>	<u>(71,120)</u>	<u>1,380,761</u>	<u>1,312,404</u>
Noncurrent assets:							
Capital assets, net of accumulated depreciation	1,390,182	1,024,207	2,414,389	11,787	—	2,426,176	2,231,880
Funds held by trustee – less current portion	110,829	—	110,829	—	—	110,829	235,624
Other long-term receivables, net of reserves	—	8,500	8,500	—	—	8,500	33,500
Long-term investments:							
Long-term investments, restricted	—	54,456	54,456	910,089	—	964,545	970,401
Long-term investments, unrestricted	1,123,929	169,243	1,293,172	710,038	—	2,003,210	1,831,874
Total long-term investments	<u>1,123,929</u>	<u>223,699</u>	<u>1,347,628</u>	<u>1,620,127</u>	<u>—</u>	<u>2,967,755</u>	<u>2,802,275</u>
Prepaid financing costs, net	630	246	876	—	—	876	1,065
Pledges and estates receivable – less current portion	—	—	—	28,243	—	28,243	106,197
Restricted postemployment benefit asset	—	10,576	10,576	—	—	10,576	11,743
Other noncurrent assets	—	—	—	1,572	—	1,572	1,740
Interest in the Foundations	—	1,545,813	1,545,813	—	(1,545,813)	—	—
Total noncurrent assets	<u>2,625,570</u>	<u>2,813,041</u>	<u>5,438,611</u>	<u>1,661,729</u>	<u>(1,545,813)</u>	<u>5,554,527</u>	<u>5,424,024</u>
Total assets	<u>3,951,395</u>	<u>2,781,562</u>	<u>6,732,957</u>	<u>1,819,264</u>	<u>(1,616,933)</u>	<u>6,935,288</u>	<u>6,736,428</u>
Deferred outflows:							
Loss on refunding of debt	18,251	3,337	21,588	—	—	21,588	25,395
Pension obligation	—	166,465	166,465	—	—	166,465	153,221
Goodwill	87	—	87	—	—	87	174
Other postemployment benefits (OPEB) obligation	—	6,320	6,320	—	—	6,320	6,728
Total deferred outflows	<u>18,338</u>	<u>176,122</u>	<u>194,460</u>	<u>—</u>	<u>—</u>	<u>194,460</u>	<u>185,518</u>
Total assets and deferred outflows	<u>\$ 3,969,733</u>	<u>2,957,684</u>	<u>6,927,417</u>	<u>1,819,264</u>	<u>(1,616,933)</u>	<u>7,129,748</u>	<u>6,921,946</u>

**OREGON HEALTH & SCIENCE UNIVERSITY**

Combining Schedules of Net Position

June 30, 2024 with comparative totals for June 30, 2023

(Dollars in thousands)

Liabilities	Hospital	Other University	Total University	Foundation	Eliminations/ Reclassifications	2024	2023
<b>Current liabilities:</b>							
Current portion of long-term debt	\$ 8,393	6,007	14,400	—	—	14,400	15,463
Current portion of long-term leases	16,003	6,291	22,294	614	—	22,908	24,995
Current portion of self-funded insurance programs liability	—	61,167	61,167	—	—	61,167	45,397
Accounts payable and accrued expenses	142,318	74,385	216,703	11,356	—	228,059	219,742
Accrued salaries, wages, and benefits	57,491	101,025	158,516	—	—	158,516	120,667
Compensated absences payable	61,304	37,412	98,716	—	—	98,716	84,185
Unearned revenue	20,368	98,991	119,359	—	—	119,359	120,057
Other current liabilities	13,321	945	14,266	70,427	(71,120)	13,573	6,696
Total current liabilities	<u>319,198</u>	<u>386,223</u>	<u>705,421</u>	<u>82,397</u>	<u>(71,120)</u>	<u>716,698</u>	<u>637,202</u>
<b>Noncurrent liabilities:</b>							
Long-term debt – less current portion	954,305	280,800	1,235,105	—	—	1,235,105	1,272,736
Long-term leases – less current portion	45,456	19,187	64,643	9,932	—	74,575	67,766
Liability for self-funded insurance programs – less current portion	—	46,656	46,656	—	—	46,656	56,528
Liability for life income agreements	—	—	—	24,715	—	24,715	20,503
Pension liability	—	512,611	512,611	—	—	512,611	396,378
Other noncurrent liabilities	—	27,912	27,912	3,038	—	30,950	29,250
Total noncurrent liabilities	<u>999,761</u>	<u>887,166</u>	<u>1,886,927</u>	<u>37,685</u>	<u>—</u>	<u>1,924,612</u>	<u>1,843,161</u>
Total liabilities	<u>1,318,959</u>	<u>1,273,389</u>	<u>2,592,348</u>	<u>120,082</u>	<u>(71,120)</u>	<u>2,641,310</u>	<u>2,480,363</u>
<b>Deferred inflows:</b>							
Deferred lease revenue	1,523	198	1,721	—	—	1,721	822
Gain on refunding of debt	365	284	649	—	—	649	841
Life income agreements	—	—	—	31,918	—	31,918	29,206
Pending funds	—	—	—	121,451	—	121,451	164,306
Pension obligation	—	48,522	48,522	—	—	48,522	141,040
Other postemployment benefits (OPEB) obligation	—	5,899	5,899	—	—	5,899	8,406
Total deferred inflows	<u>1,888</u>	<u>54,903</u>	<u>56,791</u>	<u>153,369</u>	<u>—</u>	<u>210,160</u>	<u>344,621</u>
<b>Net position:</b>							
Investments in capital assets	499,524	720,090	1,219,614	—	—	1,219,614	1,215,606
Restricted, expendable	—	599,596	599,596	518,319	(518,319)	599,596	643,863
Restricted, nonexpendable	—	369,145	369,145	369,145	(369,145)	369,145	340,236
Unrestricted	2,149,362	(59,439)	2,089,923	658,349	(658,349)	2,089,923	1,897,257
Total net position	<u>2,648,886</u>	<u>1,629,392</u>	<u>4,278,278</u>	<u>1,545,813</u>	<u>(1,545,813)</u>	<u>4,278,278</u>	<u>4,096,962</u>
Total liabilities, deferred inflows, and net position	<u>\$ 3,969,733</u>	<u>2,957,684</u>	<u>6,927,417</u>	<u>1,819,264</u>	<u>(1,616,933)</u>	<u>7,129,748</u>	<u>6,921,946</u>

See accompanying independent auditors' report.

**OREGON HEALTH & SCIENCE UNIVERSITY**

Consolidated Statements of Revenues, Expenses, and Changes in Net Position

Years ended June 30, 2024 and 2023

(Dollars in thousands)

	<u>Hospital</u>	<u>Other University</u>	<u>Total University</u>	<u>Foundation</u>	<u>Eliminations/ Reclassifications</u>	<u>2024</u>	<u>2023</u>
Operating revenues:							
Patient service revenue, net of bad debt adjustments of \$16,901 and \$11,716 – in 2024 and 2023, respectively	\$ 3,083,127	585,683	3,668,810	—	—	3,668,810	3,337,828
Student tuition and fees, net	—	81,293	81,293	—	—	81,293	81,617
Gifts, grants, and contracts	45,586	839,919	885,505	64,183	(144,124)	805,564	758,380
Sales, service, and other	255,749	71,065	326,814	2,939	(7,595)	322,158	279,477
State support – appropriations	4,696	68,190	72,886	—	(72,886)	—	—
State support – directed payment, net of OHSU transfer	(220,200)	220,200	—	—	—	—	—
<b>Total operating revenues</b>	<b>3,168,958</b>	<b>1,866,350</b>	<b>5,035,308</b>	<b>67,122</b>	<b>(224,605)</b>	<b>4,877,825</b>	<b>4,457,302</b>
Operating expenses:							
Salaries, wages, and benefits	1,498,513	1,611,406	3,109,919	20,205	—	3,130,124	2,702,614
Defined-benefit pension	—	75,215	75,215	—	—	75,215	37,947
Services, supplies, and other	1,415,910	289,352	1,705,262	157,425	(150,591)	1,712,096	1,545,566
Depreciation and amortization	120,767	91,985	212,752	1,146	—	213,898	210,435
Interest	32,213	10,307	42,520	353	—	42,873	42,798
<b>Total operating expenses</b>	<b>3,067,403</b>	<b>2,078,265</b>	<b>5,145,668</b>	<b>179,129</b>	<b>(150,591)</b>	<b>5,174,206</b>	<b>4,539,360</b>
<b>Operating income (loss)</b>	<b>101,555</b>	<b>(211,915)</b>	<b>(110,360)</b>	<b>(112,007)</b>	<b>(74,014)</b>	<b>(296,381)</b>	<b>(82,058)</b>
Nonoperating revenues, incl. state appropriations:							
Investment income and gain in fair value of investments	162,151	13,201	175,352	91,961	—	267,313	119,421
State appropriations	—	—	—	—	72,886	72,886	62,690
Other	101,381	(421)	100,960	578	—	101,538	23,565
<b>Total nonoperating revenues (expenses), net</b>	<b>263,532</b>	<b>12,780</b>	<b>276,312</b>	<b>92,539</b>	<b>72,886</b>	<b>441,737</b>	<b>205,676</b>
<b>Net income (loss) before contributions for capital and other</b>	<b>365,087</b>	<b>(199,135)</b>	<b>165,952</b>	<b>(19,468)</b>	<b>(1,128)</b>	<b>145,356</b>	<b>123,618</b>
Other changes in net position:							
Contributions for capital and other	4,269	1,755	6,024	—	1,129	7,153	8,129
Change in interest in the Foundations	—	9,340	9,340	—	(9,340)	—	—
Nonexpendable donations	—	—	—	28,807	—	28,807	17,444
<b>Total other changes in net position</b>	<b>4,269</b>	<b>11,095</b>	<b>15,364</b>	<b>28,807</b>	<b>(8,211)</b>	<b>35,960</b>	<b>25,573</b>
<b>Total increase (decrease) in net position</b>	<b>369,356</b>	<b>(188,040)</b>	<b>181,316</b>	<b>9,339</b>	<b>(9,339)</b>	<b>181,316</b>	<b>149,191</b>
Net position – beginning of year	2,279,530	1,817,432	4,096,962	1,536,474	(1,536,474)	4,096,962	3,947,771
<b>Net position – end of year</b>	<b>\$ 2,648,886</b>	<b>1,629,392</b>	<b>4,278,278</b>	<b>1,545,813</b>	<b>(1,545,813)</b>	<b>4,278,278</b>	<b>4,096,962</b>

See accompanying independent auditors' report.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
Nongovernmental Discretely Presented Component Units

Consolidated Balance Sheets

June 30, 2024 and 2023

(Dollars in thousands)

Assets	Tuality Healthcare and Subsidiaries	OHSU Health IDS	Combined 2024	Combined 2023
Current assets:				
Common stocks: Mutual funds	\$ —	20,785	20,785	8,662
Cash and cash equivalents	10,784	28,474	39,258	49,950
Short-term investments	—	6,457	6,457	6,906
Patient accounts receivable, net	54,800	—	54,800	44,537
Other receivables	5,533	4,389	9,922	10,978
Supplies inventory	5,782	—	5,782	5,910
Prepaid expenses and other	3,017	—	3,017	2,941
Current portion of assets whose use is limited	1,074	—	1,074	1,052
Total current assets	<u>80,990</u>	<u>60,105</u>	<u>141,095</u>	<u>130,936</u>
Assets whose use is limited:				
Board-designated funds	34,259	—	34,259	31,777
Donor-restricted – specific purpose	7,519	—	7,519	6,147
Donor-restricted – endowment	2,759	—	2,759	2,759
Required for current liabilities	(1,075)	—	(1,075)	(1,052)
Total assets whose use is limited	<u>43,462</u>	<u>—</u>	<u>43,462</u>	<u>39,631</u>
Property and equipment:				
Property and equipment, net of accumulated depreciation and amortization	89,969	—	89,969	64,399
Other assets	7,661	3,754	11,415	15,987
Total assets	<u>\$ 222,082</u>	<u>63,859</u>	<u>285,941</u>	<u>250,953</u>

**OREGON HEALTH & SCIENCE UNIVERSITY**  
Nongovernmental Discretely Presented Component Units  
Consolidated Balance Sheets  
June 30, 2024 and 2023  
(Dollars in thousands)

Liabilities and Net Assets	Tuality Healthcare and Subsidiaries	OHSU Health IDS	Combined 2024	Combined 2023
Current liabilities:				
Accounts payable	\$ 11,028	44,458	55,486	62,134
Accrued payroll and employee benefits	15,813	—	15,813	12,448
Due to related party	15,758	594	16,352	13,892
Estimated liabilities for Medicare and Medicaid settlements	5,903	—	5,903	5,325
Long-term debt due within one year	1,034	—	1,034	1,122
Operating leases – current liability	2,519	—	2,519	1,502
Accrued bond interest payable	64	—	64	72
Total current liabilities	<u>52,119</u>	<u>45,052</u>	<u>97,171</u>	<u>96,495</u>
Long-term liabilities:				
Long-term debt, net of amount due within one year	7,830	—	7,830	8,850
Operating leases – long-term liability	33,760	—	33,760	5,403
Liability for pension benefits	14,855	—	14,855	21,693
Other long-term liabilities	25,026	—	25,026	24,418
Total long-term liabilities	<u>81,471</u>	<u>—</u>	<u>81,471</u>	<u>60,364</u>
Total liabilities	<u>133,590</u>	<u>45,052</u>	<u>178,642</u>	<u>156,859</u>
Net assets:				
Net assets without donor restrictions	79,263	18,807	98,070	85,585
Net assets with donor restrictions	9,229	—	9,229	8,509
Total net assets	<u>88,492</u>	<u>18,807</u>	<u>107,299</u>	<u>94,094</u>
Total liabilities and net assets	<u>\$ 222,082</u>	<u>63,859</u>	<u>285,941</u>	<u>250,953</u>

See accompanying notes to consolidated financial statements.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
Nongovernmental Discretely Presented Component Units  
Consolidated Statements of Operations  
Years ended June 30, 2024 and 2023  
(Dollars in thousands)

	<b>Tuality Healthcare and Subsidiaries</b>	<b>OHSU Health IDS</b>	<b>Combined 2024</b>	<b>Combined 2023</b>
Patient service revenue	\$ 295,176	—	295,176	270,347
Other revenue:				
OHSU support	8,080	—	8,080	22,813
Other revenue	19,719	253,601	273,320	258,178
Total other revenue	27,799	253,601	281,400	280,991
Total revenue	322,975	253,601	576,576	551,338
Operating expenses:				
Salaries and wages	117,046	—	117,046	108,775
Employee benefits	31,118	—	31,118	29,156
Supplies and other expenses	118,377	251,014	369,391	354,679
Professional fees	48,288	—	48,288	44,125
Depreciation and amortization	7,268	—	7,268	7,641
Interest	728	—	728	724
Total operating expenses	322,825	251,014	573,839	545,100
Income from operations	150	2,587	2,737	6,238
Other nonoperating income:				
Realized income on investments whose use is limited by board designation	(776)	—	(776)	(55)
Gain on investments in affiliated companies	577	—	577	468
Gain (loss) on disposal of property and equipment	(1,929)	—	(1,929)	2
Change in net unrealized (losses) gains on investments	3,255	—	3,255	1,810
Other operating revenue (loss)	—	2,714	2,714	(2,007)
Total other income	1,127	2,714	3,841	218
Excess of revenue over expenses	1,277	5,301	6,578	6,456
Contributions for property and equipment acquisition	—	—	—	27
Pension-related changes	5,907	—	5,907	7,486
Increase in net assets without donor restrictions	\$ 7,184	5,301	12,485	13,969

See accompanying notes to consolidated financial statements.

**OREGON HEALTH & SCIENCE UNIVERSITY**  
Nongovernmental Discretely Presented Component Units  
Consolidated Statements of Changes in Net Assets  
Years ended June 30, 2024 and 2023  
(Dollars in thousands)

	<b>Tuality Healthcare and Subsidiaries</b>	<b>OHSU Health IDS</b>	<b>Combined 2024</b>	<b>Combined 2023</b>
Net assets without donor restrictions:				
Excess of revenue over expenses	\$ 1,277	5,301	6,578	6,456
Contributions for property and equipment acquisition	—	—	—	27
Pension-related changes	5,907	—	5,907	7,486
Increase in net assets without donor restrictions	<u>7,184</u>	<u>5,301</u>	<u>12,485</u>	<u>13,969</u>
Net assets with donor restrictions:				
Gifts, grants, and bequests	1,395	—	1,395	1,159
Investment income (loss)	902	—	902	346
Net assets released from restrictions	<u>(1,577)</u>	<u>—</u>	<u>(1,577)</u>	<u>(2,077)</u>
Increase (decrease) in net assets with donor restrictions	<u>720</u>	<u>—</u>	<u>720</u>	<u>(572)</u>
Change in net assets	7,904	5,301	13,205	13,397
Net assets, beginning of year	<u>80,588</u>	<u>13,506</u>	<u>94,094</u>	<u>80,697</u>
Net assets, end of year	<u>\$ 88,492</u>	<u>18,807</u>	<u>107,299</u>	<u>94,094</u>

See accompanying notes to consolidated financial statements.





**RESOLUTION 2024-10-11  
OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS**

**(Approval of Financial Statements and Independent Auditor's Report)**

**IT IS RESOLVED** by the Board of Directors of Oregon Health & Science University that the Board hereby accepts the *Financial Statements and Independent Auditors' Report* as set out by KPMG (attached) for Oregon Health & Science University for the Fiscal Year 2024 (July 1, 2023 – June 30, 2024).

This Resolution is adopted this 25<sup>th</sup> day of October, 2024.

\_\_\_\_\_ Yeas  
\_\_\_\_\_ Nays  
\_\_\_\_\_ Abstentions

Signed by the Secretary of the Board of Directors this 25<sup>th</sup> day of October, 2024.

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Connie Seeley  
Board Secretary



# OHSU Onward: FY25 Q1 Financial Results

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OHSU Board of Directors / October 25, 2024

# Overview of FY25 First Quarter Results

- We recently closed the September books to improved headline numbers.
- Total operating income for 3 months is a loss of \$(9)m on 13% year-over-year revenue growth. This reflects an improvement of +\$25m from last year's Q1 loss of \$(34)m, and +\$39m from this year's budget.
- The budgeted Q1 loss of \$(48)m includes \$(18)m of reduction in force (RIF) severance and related costs that we were able to book into FY24 June results. Adjusting for this, Q1 actuals are +\$21m ahead of plan.
- Patient activity shows broad-based growth above targets, especially in non-hospital pharmacy and oncology services.
- Spending in almost all operating areas and institutional accounts (such as hardware/software maintenance and depreciation) is running less than budget, although much of this should reverse later in the fiscal year, given tight allocations.
- Consolidated net worth is down \$(156)m in Q1, largely due to implementation of the new GASB 101 accounting standard, which required recording a \$(255)m liability on July 1<sup>st</sup> for paid leave that cannot be cashed out.
- Partially offsetting this non-cash accounting adjustment are very strong stock market returns on equity investments held at OHSU and the Foundation.

# FY25 Q1 Dollar Change from Prior Year

- The broadest way of looking at FY25 first quarter financial results is to compare dollars of revenue and expense to the prior year.
- Through 3 months, revenues are up \$150m or 13% while expenses are up \$125m or 10%, for a \$25m positive swing in operating income.
- This shows progress toward Strategic Alignment goals set in the FY25 budget:
  - Caring for each patient promptly in the right place and at the right cost structure
  - Meeting demand for complex care that is OHSU's unique role in Oregon
  - Reallocating FTEs toward front-line patient care staff
  - Rigorous control of costs.

<b>OHSU Operating Income</b> (millions)	FY24 Sep YTD	FY25 Sep YTD	Dollar Change
Operating revenue	\$1,178	\$1,328	\$150
Operating expense	1,212	1,337	125
Operating gain (loss)	<u>\$(34)</u>	<u>\$(9)</u>	<u>\$25</u>

# Variance from Budget by Major Area of OHSU

- Of the \$39m nominal improvement from budget through September, \$18m reflects the accrual into June 2024 of severance and other costs associated with the reduction in force. These were budgeted (and paid out in cash) in FY25 Q1.
- Healthcare + School of Medicine are slightly off target: \$(3.4)m on \$1.1 billion of revenues. Faster growth in non-hospital pharmacy services offsets lower clinical payment rates, while medical contract and gift revenues lag. These factors should improve as the year progresses.
- All other areas of the University are running ahead of target, although given the tight budgets this is likely to reverse later in FY25, at least in part, as program spending ramps up and units spend to their allocated levels.

<b>FY25 Q1 Variance from Budget</b>	<b>(millions)</b>
Healthcare	\$2.1
School of Medicine	(5.5)
<b>Subtotal - HC + SoM</b>	<b>(3.4)</b>
Provost Areas	2.5
Chief Research Officer Areas	1.5
Chief Financial Officer Areas	2.5
Other Central Administration	1.7
<b>Subtotal - Other Operating Areas</b>	<b>8.1</b>
<b>RIF costs accrued into FY24</b>	<b>18.1</b>
Hardware/Software Maintenance	3.0
Other Institutional Accounts*	8.2
Restricted (Grant) Funds	1.8
Depreciation & Interest	3.2
<b>Total Improvement from Budget</b>	<b>\$39.0</b>

# FY25 Q1 Loss at \$(9)M with -0.7% Margin

<b>September YTD (3 Months)</b> (millions)	FY24 Last Year	FY25 Budget	FY25 Actual	Actual - Budget	Actual / Last Year
Net patient revenue	\$819	\$909	\$901	\$(8)	10.0%
Medical contracts	43	52	48	(4)	10.7%
Grants & contracts	142	150	147	(3)	3.0%
Gifts applied	24	33	32	(1)	31.2%
Tuition & fees	18	17	19	2	3.8%
Sales, services & other	58	68	87	19	50.9%
State support	73	95	95	0	30.4%
<b>Operating revenues</b>	<b>1,178</b>	<b>1,324</b>	<b>1,328</b>	<b>5</b>	<b>12.8%</b>
Salaries & benefits	748	852	831	(20)	11.2%
Rx & medical supplies	229	267	271	4	18.0%
Other services & supplies	172	186	171	(14)	-0.3%
Depreciation	53	57	54	(3)	2.1%
Interest	10	10	11	0	3.2%
<b>Operating expenses</b>	<b>1,212</b>	<b>1,372</b>	<b>1,338</b>	<b>(34)</b>	<b>10.4%</b>
<b>Operating income (loss)</b>	<b>\$(34)</b>	<b>\$(48)</b>	<b>\$(9)</b>	<b>\$39</b>	
<i>Operating margin</i>	<i>-2.9%</i>	<i>-3.7%</i>	<i>-0.7%</i>	<i>2.9%</i>	
<i>EBITDA margin</i>	<i>2.4%</i>	<i>1.5%</i>	<i>4.1%</i>	<i>2.7%</i>	

# Broad-Based Gains Across Patient Volume Metrics

<b>Patient Activity</b>	FY24	FY25	FY25	Actual	Actual
September YTD (3 Months)	Last Year	Budget	Actual	/ Budget	/ Last Year
Inpatient admissions	6,910	6,833	7,260	6.2%	5.1%
Average length of stay	6.85	7.00	6.92	-1.1%	1.0%
Average daily census	486.6	492.0	492.5	0.1%	1.2%
Day / observation patients	11,991	12,512	12,797	2.3%	6.7%
Surgical cases	9,294	9,359	9,620	2.8%	3.5%
Emergency visits	13,652	13,391	14,256	6.5%	4.4%
Ambulatory visits	291,378	298,007	304,953	2.3%	4.7%
Casemix index (CMI)	2.55	2.50	2.55	2.0%	0.0%
Outpatient share of activity	57.2%	58.1%	58.8%	1.2%	2.8%
CMI/OP adjusted admissions	41,160	40,739	44,888	10.2%	9.1%
Rate-adjusted gross charges	1,931	2,060	2,129	3.3%	10.2%

# Healthcare Growth Against Budget & Last Year

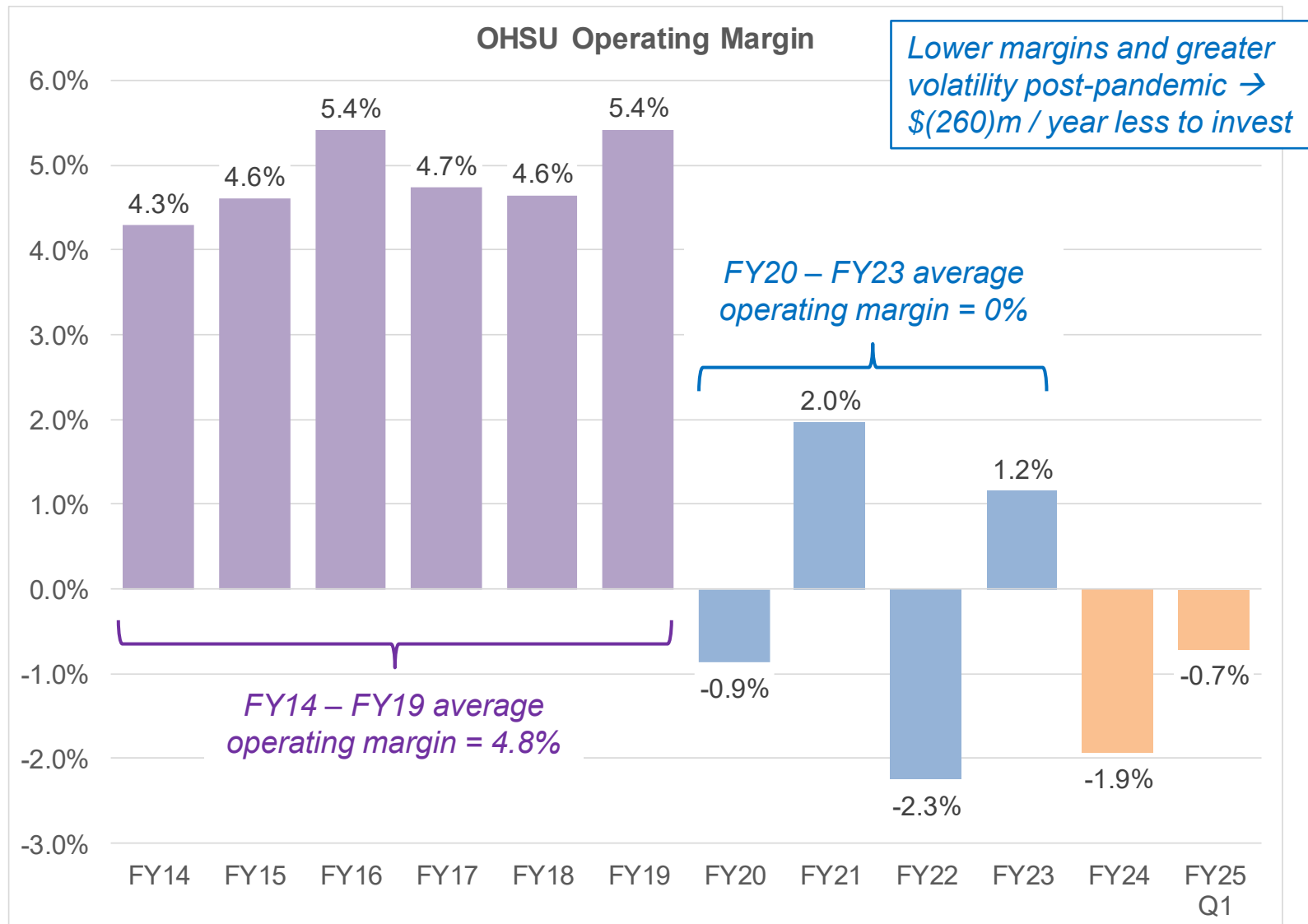
- Services to meet AHC-level demand are targeted to grow the fastest in FY25, with +7.9% budgeted growth Q1 / Q1 (aqua line). Actual activity is up even more (+12.1%).
- Strategic Alignment with the FY25 budget aims to meet patient needs better by allocating more physical and staffing capacity (such as beds & ORs) to cancer care and other complex subspecialty programs unique to Oregon's only AHC.
- Growth in imaging, lab & other professional services, as well as surgery & procedural areas, are up but not yet as much as planned. Improving capacity, access and throughput in these services is a major focus of clinical leadership.

Sep YTD Volume Growth by Service Area (FY25 / FY24)	% of Hosp. Charges	Budgeted Growth	Actual Growth	Actual vs Budget
Non-hospital pharmacy	28%	9.1%	17.5%	7.7%
Professional (imaging, lab, etc.)	17%	6.3%	2.7%	-3.3%
Oncology services	5%	7.6%	18.4%	10.0%
<b>Subtotal - higher growth areas</b>	<b>50%</b>	<b>7.9%</b>	<b>12.1%</b>	<b>3.9%</b>
Surgery & procedural	20%	3.8%	3.2%	-0.6%
All other hospital services	30%	6.5%	12.1%	5.2%
<b>Subtotal - lower growth areas</b>	<b>50%</b>	<b>5.4%</b>	<b>8.4%</b>	<b>2.8%</b>
<b>Rate-adjusted gross charges</b>	<b>100%</b>	<b>6.6%</b>	<b>10.2%</b>	<b>3.3%</b>





# Margin to Invest in People, Programs & Places



# Spread of FY25 Budget & Actual by Quarter

- The FY25 budget approved in June has a 12-month operating loss of \$(25)m.
- Each year, we spread revenue, expense and operating income by month and quarter, using historical patterns of seasonality and calendar workdays. There is a significant amount of noise to signal in these patterns.
- For FY25, the budget spread also shifts from a loss to a gain as Strategic Alignment work phases in, especially the redeployment of beds, ORs and diagnostic capacity toward complex care requiring an academic health center like OHSU.
- In addition, the budgets in early months include severance, notice and other costs from the reduction in force; under GAAP accounting we booked \$18m of these in June 2024.

FY25 Budget & Actual Spread by Quarter (millions)							
	Budget			Actual			Actual - Budget
	Revenue	Expense	Gain (Loss)	Revenue	Expense	Gain (Loss)	
Q1	\$1,324	\$1,372	\$(48)	\$1,328	\$1,338	\$(9)	\$39
Q2	1,353	1,367	(14)				
Q3	1,369	1,366	4				
Q4	1,416	1,382	34				
FY25	\$5,462	\$5,487	\$(25)				\$39

# Achieving the New Post-Pandemic Equilibrium

- Our financial strategy is to continuously grow patient activity to meet the needs of Oregon and the Pacific Northwest while spreading fixed costs across a wider base.
- We focus on highly specialized programs that leverage research and draw patients with complex diseases who need AHC-level care from throughout Oregon and beyond.
- Growth requires earnings, investment income and gifts to invest in people, programs, places and things.
- To balance the needed step-function increase in wages & costs post-COVID, we will:
  - Care for each patient promptly in the right setting and cost structure
  - Invest in patient-facing staff
  - Secure inflation-appropriate payment rates
  - Implement rigorous cost savings while increasing capacity
  - Hold fixed costs fixed with growth to capture economies of scale
  - Expand revenue sources such as philanthropy and pharmacy services
  - Serve the health & well-being priorities of the State of Oregon (e.g., behavioral health and workforce development) to sustain OHSU's missions and public support.
- Strategic alignment at this challenging time will protect and enhance OHSU's unique role as Oregon's public health sciences university with statutory state-wide missions in education, research, patient care and outreach.



# OHSU Public Board of Directors Meeting

Thank you for joining, the meeting will resume shortly.

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DATE: October 25, 2024



Date: October 8, 2024

To: Members of the OHSU Board of Directors

From: Steven A. Shea, PhD, Director, & Leslie Hammer, PhD, Associate Director of Applied Research, Oregon Institute of Occupational Health Sciences at OHSU

Attached is a slide set to be presented at the OHSU Board of Directors meeting on Friday Oct 25<sup>th</sup> 2024. At this meeting, firstly, Steven Shea, Director of the Institute, will briefly summarize the mission and activities of the Oregon Institute of Occupational Health Sciences at OHSU. Briefly:

- The Institute was set up in 1985 by the State of Oregon (statute 353.460) to promote safety and well-being, and prevent disease and disability among workers.
- This mission is achieved via basic and applied research, outreach and education.
- The Institute receives base funding from the State of Oregon Workers' Compensation fund and this helps bring in more than 200% "return on investment" considering federal funding garnered by the Institute's research faculty.

Secondly, Leslie Hammer, PhD, Director of Applied Research at the Institute, will summarize recent work in support of the mental health of workers across Oregon. There is a mental health crisis across the USA and promoting mental health is a recent focus for the State of Oregon. Dr. Hammer has designed and tested a Workplace Mental Health Support Training module and this has been widely distributed across Oregon, including at OHSU.



Oregon Institute of Occupational Health Sciences

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**Steven Shea, Ph.D. ,  
Professor and Director**

<https://www.ohsu.edu/oregon-institute-occupational-health-sciences>



Oregon Institute of Occupational Health Sciences



## 1985: Oregon statute 353.460

- Created a center for occupational disease research
- Base funding from the State of Oregon Workers' Compensation fund.



## Mission

- Promote safety and well-being, and prevent disease and disability among worker.



## How we achieve our mission

- Basic and applied research, outreach and education.



# CY23 FINANCIALS

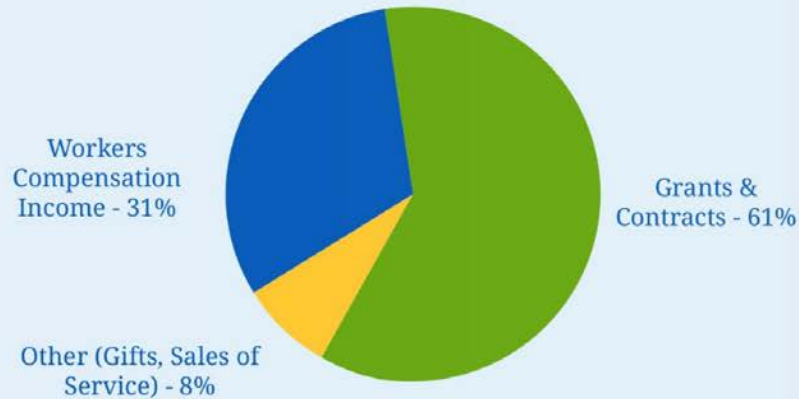
## REVENUE

Workers Compensation Income	\$3,982,628
Total Grants & Contracts	\$7,708,542
Other (Gifts, Sale of Service)	\$986,885
<b>Total CY23 Income</b>	<b>\$12,678,055</b>

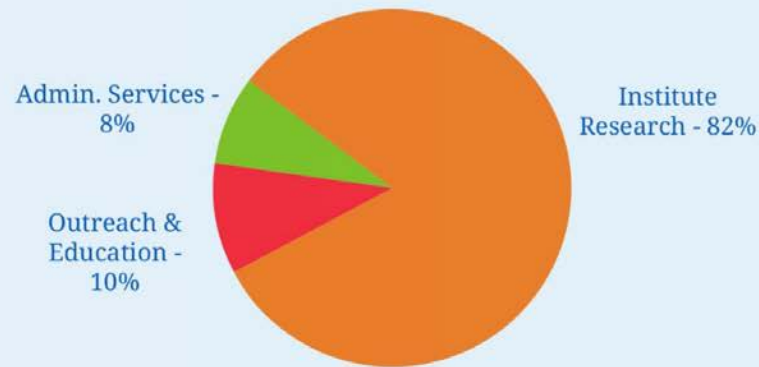
## EXPENSES

Payroll	\$7,561,043
Services & Supplies	\$2,001,265
F&A Fees	\$2,353,190
<b>* Total CY23 Expenses</b>	<b>\$11,915,498</b>

2023 INCOME BY SOURCE



2023 EXPENSES BY SOURCE



**\*Note, these annual financials exclude future commitments to faculty research and outreach programs**



# Research Themes

## 1. Environmental Exposure

Example: How exposure to sun, heat, smoke, and other pollutants impact workers

## 2. Sleep and circadian health

Example: How healthy sleep, diet and exercise combat the negative impact of shift work and sedentary work

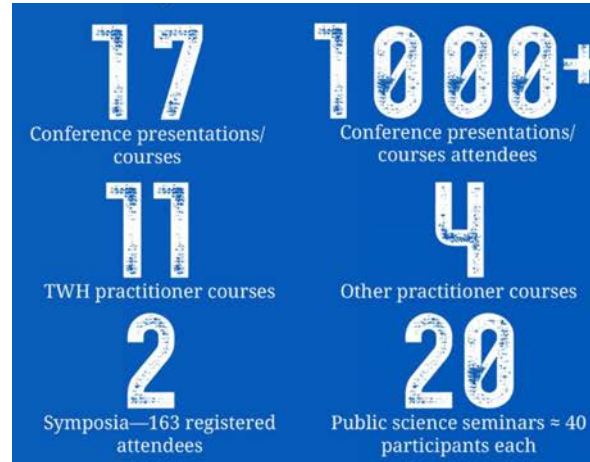
## 3. Safety at Work

Example: How to create safe worksites and minimize injury and fatality at work

## 4. Supportive Leadership Practices

Implementing supportive work practices such as work schedule, work-family balance, and mental health supports.

## Institute's outreach and partnership activities across CY 2023



## Promotion & implementation of evidence-based tools and trainings

Online trainings on safety, health & well-being across industries

Downloadable tools ranging from case studies to safety climate surveys

Scripted group training & activities with social support

Behavior tracking to reinforce training concepts



# Why is Workplace Mental Health important?

Workplace Mental Health Support Training is consistent with Population Mental Health

World Health Organization  
(WHO)  
Guidelines on Workplace  
Mental Health  
(Sept. 2022)

U. S. Surgeon General  
Workplace Mental  
Health Framework  
(Oct. 2022)

U. S. Surgeon General's  
Report on the  
Loneliness Crisis  
(May 2023)



**Leslie Hammer, Ph.D. ,  
Professor and Associate Director of Applied Research**



# Approach

Designed for Workplace Leaders

Anytime Online Access

One-Hour Course

Six Key Supportive Strategies



# Evidence



Our Studies on the role of the workplace in mental health show...

Hammer et al. (2024). Leadership training effects on service member problematic anger and well-being. *Military Medicine*, 189, S3:501-509. <https://doi.org/10.1093/milmed/usae171>

Hammer et al. (2024). Improving Mental Health Support in the Workplace: Intervention Effects on Employee Well-Being. Presented as part of a symposium at the Society for Industrial and Organizational Psychology (SIOP) Annual Conference.

Mohr, Hammer et al. (2024). Supportive-leadership training to improve social connection: A cluster-randomized trial demonstrating efficacy in a high-risk occupational context. *Journal of Occupational Health Psychology*. <https://psycnet.apa.org/doi/10.1037/ocp0000384>

## STUDY RESULTS

**48%**

of learners increased mental health knowledge

**95%**

of learners reported training is useful for their job



improved reports of mental health supportive behaviors from manager for those employees most highly stressed



decreased employee anger, psychological distress, and loneliness



increased employee sense of belonging and psychological safety



# Testimonials

" I found the Workplace Mental Health Training to be highly relevant and effective for both the managers I work with and their teams. My university will be making this a required part of our manager training going forward."

*-University Work/Life Professional*

*"In my professional opinion, we've found a mental health training that aligns perfectly with our program goals: the OHSU's Mental Health Training for Managers. This 60-minute, self-paced online course equips our supervisors with the crucial skills needed to identify, prevent, and reduce mental distress. It does so without overwhelming them with the complexity and liability of diagnostic terminology. Our supervisors appreciate the focus on 'supportive behaviors' and mental distress recognition, enhanced by an evidence-based behavior tracking tool. Chosen for its effectiveness, scalability, and seamless integration into our learning system, this program meets our managers' needs and strengthens our commitment to a supportive workplace. The training and the responsive OHSU team have made it easy for us to provide science-based and validated resources for our supervisors. We have received positive responses from our supervisors after deploying the training, and I look forward to the long-term positive mental health impacts for our workforce that this validated training provides."*

*Dr. Christian B. Rathke DMSc, PA-C, DFAAPA*

*Director, Total Worker Health Program*

*National Environmental Satellite, Data, and Information Service*

## Early Adopters

- Ashland Food Coop
- City of Eugene-Public Works
- Harvard University
- Hoffman Construction
- National Oceanic Atmospheric Administration(NOAA)
- Mosaic Community Health
- Northwestern University
- Oregon Department of Administrative Services
- Oregon Department of Environmental Quality
- Oregon Department of Revenue
- Oregon Department of Transportation
- Oregon Health Authority
- Oregon Health & Science University
- Oregon OSHA
- Oregon Water Resources Management
- PEW Charitable Trust
- University of California, Santa Cruz
- Urban League of Portland
- U.S. Bureau of Reclamation

Please share this information  
with other  
Oregon Public Sector and  
Non-Profit Organizations  
in Oregon







Date: October 25, 2024

To: OHSU Board of Directors

From: Tim Marshall, Chief Integrity Officer

RE: Annual Integrity Office presentation

As part of the Office of Inspector General (OIG) federal guidelines, oversight and governance is one of seven elements of an effective compliance program. Based on this guidance, it is expected that the OHSU Board of Directors and executive leadership will provide oversight and governance for all of the Integrity programs at OHSU.

This presentation will provide the foundation of understanding for the Integrity programs at OHSU, a description of the seven elements of an effective compliance program, and expectations for the Board. In addition, the Board will learn about the daily operations of the Central Integrity Office, review several metrics regarding the former Integrity Hotline from CY23, and be provided an update on current initiatives for FY25, including the successful roll-out of the enhanced Integrity Helpline in March 2024 and the development of subsequent reporting dashboards and metrics. The Q2 2024 (April – June 2024) reporting packet has been provided as reference only. A full CY report will be provided at next year's Board update.

Lastly, we will provide a short update on the Code of Conduct presentation from the September Board meeting and recommend a resolution for approval of the updated Code. The current version (v22.5) shows all recommended comments/edits from the version (v22) that was shared with the Board at the September meeting based on Board feedback and a few other pending edits from OCIC and Legal.



# Integrity Program Update

## Annual Report to the OHSU Board of Directors

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**DATE:** October 25, 2024

**PRESENTED BY:** TIM MARSHALL, Chief Integrity Officer, and ALEX BALDINO, Asst. Integrity Officer

# Integrity at OHSU

*Integrity: To commit to and remain true to a set of values and principles through our actions, with unwavering dedication to being upright and honest.*

*- OHSU Code of Conduct*

Every OHSU Member, including the OHSU Board of Directors, is responsible for adhering to the highest ethical, organizational, and operational standards in the performance of duties and responsibilities at OHSU.

*- OHSU Roles and Responsibilities guidelines*

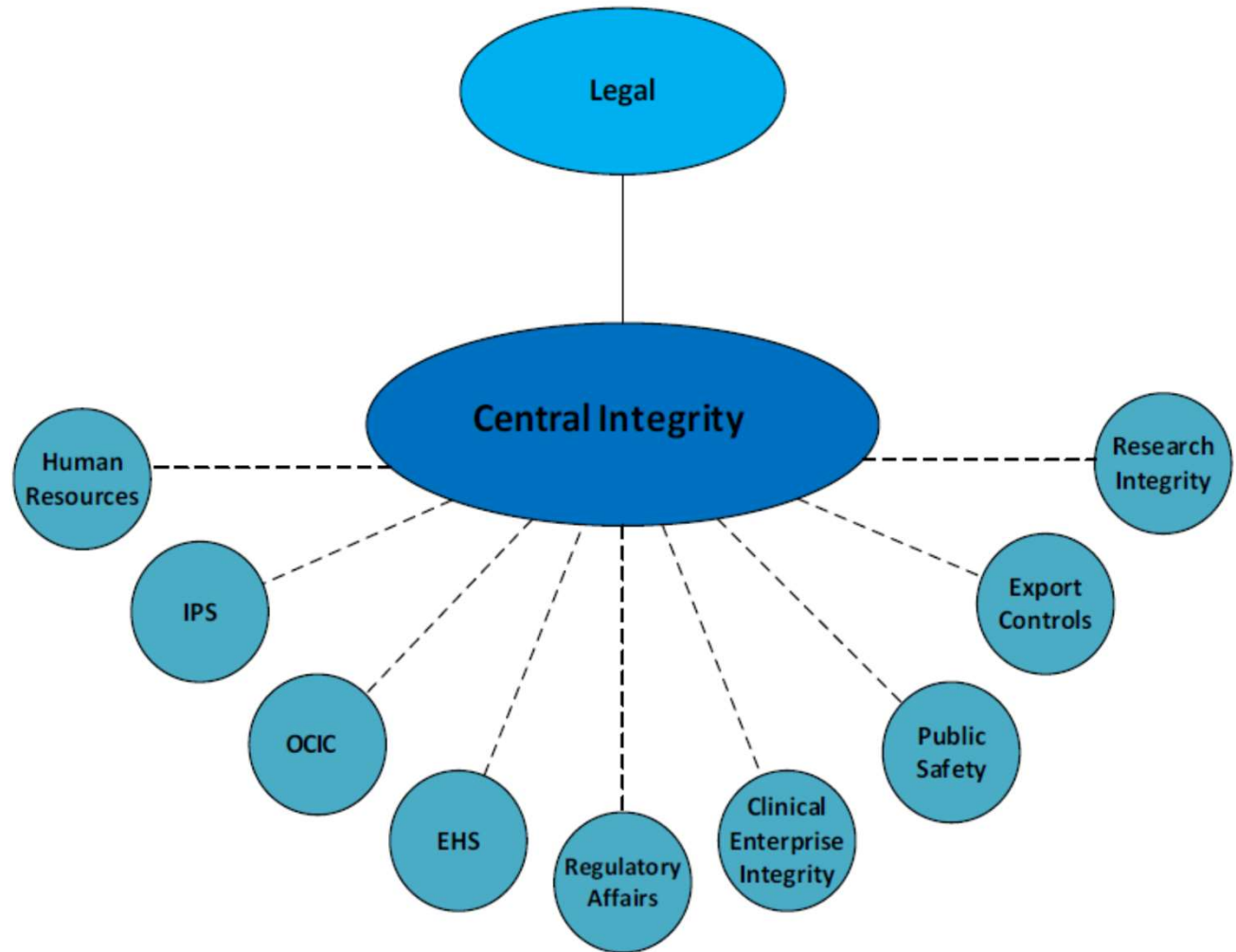
# Roles and Responsibilities

The **Chief Integrity Officer** is responsible for the development, coordination, and oversight of the Central Integrity program at OHSU. The Chief Integrity Officer serves as a **knowledgeable resource** for organizational and operational matters related to integrity issues and **evaluates and elevates issues** to appropriate personnel for review and resolution.

The members of the **Board of Directors, President and Executive Vice Presidents** are responsible for articulating the values, mission and vision of the institution; **fostering high ethical, organizational and operational integrity**; and **ensuring compliance** with policies, laws, regulations and other appropriate standards. Executive leadership is ultimately responsible for **integrity** at OHSU.

*- OHSU Roles and Responsibilities guidelines*

# Outreach and Collaboration



Compliance is an enterprise-wide responsibility

# Compliance Program Effectiveness

The Office of Inspector General (OIG) defines effectiveness through the following “Seven Elements of an Effective Compliance Program”

1. Implementing written policies, procedures, and standards of conduct;
2. Program oversight & governance, including:
  - a. Oversight by a governing authority
  - b. Assignment of overall responsibility to high-level personnel
  - c. Delegation of operational responsibility to specific individuals
3. Conducting effective training and education;
4. Developing effective lines of communication;
5. Conducting internal monitoring and auditing;
6. Enforcing standards through well-publicized disciplinary guidelines; and
7. Responding promptly to detected offenses and developing corrective action (includes Integrity Helpline).

**Compliance is an enterprise-wide responsibility**

# Integrity Office Operations

- Receive, review and recommend action on compliance matters to leadership, in collaboration with other compliance areas and Integrity programs
- Manage shared services
  - Support and enforce Code of Conduct and institutional policies
  - Provide education and awareness (through Integrity Booster and Integrity Foundations) and support other Integrity program training needs
  - Monitor and triage Integrity Helpline cases
- Educate and inform Integrity Program Oversight Council (IPOC)
- Conduct and support investigations for policy or Code violations
- Participate in various compliance related committees
- Reporting and metrics, including new Integrity Helpline reporting

# FY25 Integrity Office Initiatives

- Code of Conduct update and roll-out
- Integrity Helpline roll-out support and reporting development
- Integrity/Compliance collaboration
- Monitoring and Auditing activities





# Reporting and Incident Management –

## INTEGRITY HELPLINE

# Key Information – Integrity Helpline

- OHSU contracts with an outside company, Navex Global, to provide a reporting and incident management system called EthicsPoint to capture reported concerns made through the system.
- Reports to the Integrity Helpline can be submitted confidentially and anonymously, if desired, over the phone or through a secure website portal. Concerns may also be reported outside of the system through direct email, phone, fax or US mail to the Integrity department or other compliance functions.
- The EthicsPoint system is used to capture information and manage incident data and documentation through an integrated workflow that primarily covers the following areas:
  - Integrity
  - HR (Employee Relations) \*
  - Office of Civil Rights Investigations and Compliance (OCIC) \*
  - Information Privacy and Security (IPS) \*
  - Clinical functions such as Patient Relations \* and Clinical Integrity.

\* Areas that have historically maintained separate systems for their case management, data and reporting needs.

# Key Milestones – Integrity Helpline

- The Covington approved Centralized Incident Management and Reporting Solutions project will be formally completed by end of October 2024.
- Integrity Hotline name changed to Integrity Helpline.
- As of February 1, 2024, the Employee Relations (HR) and OCIC departments have transitioned to using EthicsPoint as their case management and reporting system.
- As of March 1, 2024, the new Integrity Helpline system was introduced to the OHSU community, including a reimagined and enhanced website and updated telephony option.
- On April 4, 2024, a new reporting form, Internal Incident Report form, was introduced and was specifically designed to be used by designated reporters at OHSU to allow for a more efficient and effective reporting process.
- Data migration from the former HR and OCIC systems was completed in August 2024.
- The first sets of quarterly reporting dashboards were released to the OHSU community in July 2024 and October 2024. These dashboards covered Q2 2024 (April – June) and Q3 2024 (July – September) report activity.
- As of 10/14/2024, we have logged a total of ~2,300 cases since the go-live of the enhanced system in February 2024.

# Integrity Helpline - website



Integrity Helpline

English

Home

Code of Conduct

Policies

Resources

FAQs

Call the Integrity Helpline  
(877) 733-8313

Let us know if you suspect someone at OHSU violated our Code of Conduct, our policies, or the law.



Report a concern

Ask a question

Follow up

Anyone can use this reporting tool, including:

- OHSU employees, students, and health care providers
- Patients, volunteers and those doing business with OHSU

Why is the Integrity Helpline hosted externally?

OHSU works with NAVEX to host the OHSU Integrity Helpline on EthicsPoint because it is a secure and confidential platform. OHSU does not collect or store any information about you or your report. This means you can report anonymously if you choose to do so.

What happens after I report a concern?

If you provide an email, NAVEX will confirm that they received your report. OHSU will then review your report and follow up with any questions and next steps. OHSU will limit sharing or disclosing the information you provide to the minimum necessary to review your concern.



Danny Jacobs, M.D., M.P.H., FACS  
Professor of Surgery, School of Medicine  
President OHSU

## A message from the President

At OHSU, we hold ourselves to the highest standards in education, research and patient care. We follow all laws, regulations and professional standards.

As a mission-based organization, we rely on public trust. How we treat one another and those that we serve is just as important as our accomplishments. We earn and keep our reputation through the actions and words of our members.

## Our Commitment

OHSU's compliance and human resources investigative teams promote and enforce ethical conduct and compliance with laws, regulations, and organizational policies across OHSU.

We encourage you to report concerning behavior, including discrimination, harassment, retaliation and bullying. We will treat you with respect and limit sharing or disclosing the information you provide to the minimum necessary to review your concern.

## Non-Retaliation Policy

OHSU enforces a non-retaliation policy and reporters of misconduct are protected from any form of retaliation or retribution toward a team member who reports, in good faith, an alleged act of misconduct.

EthicsPoint is NOT a 911 or Emergency Service. Do not use this site to report events presenting an immediate threat to life or property. Reports submitted through this service may not receive an immediate response. If you require emergency assistance, please contact your local authorities.

Inclusive Care and Access

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## INTEGRITY HELPLINE

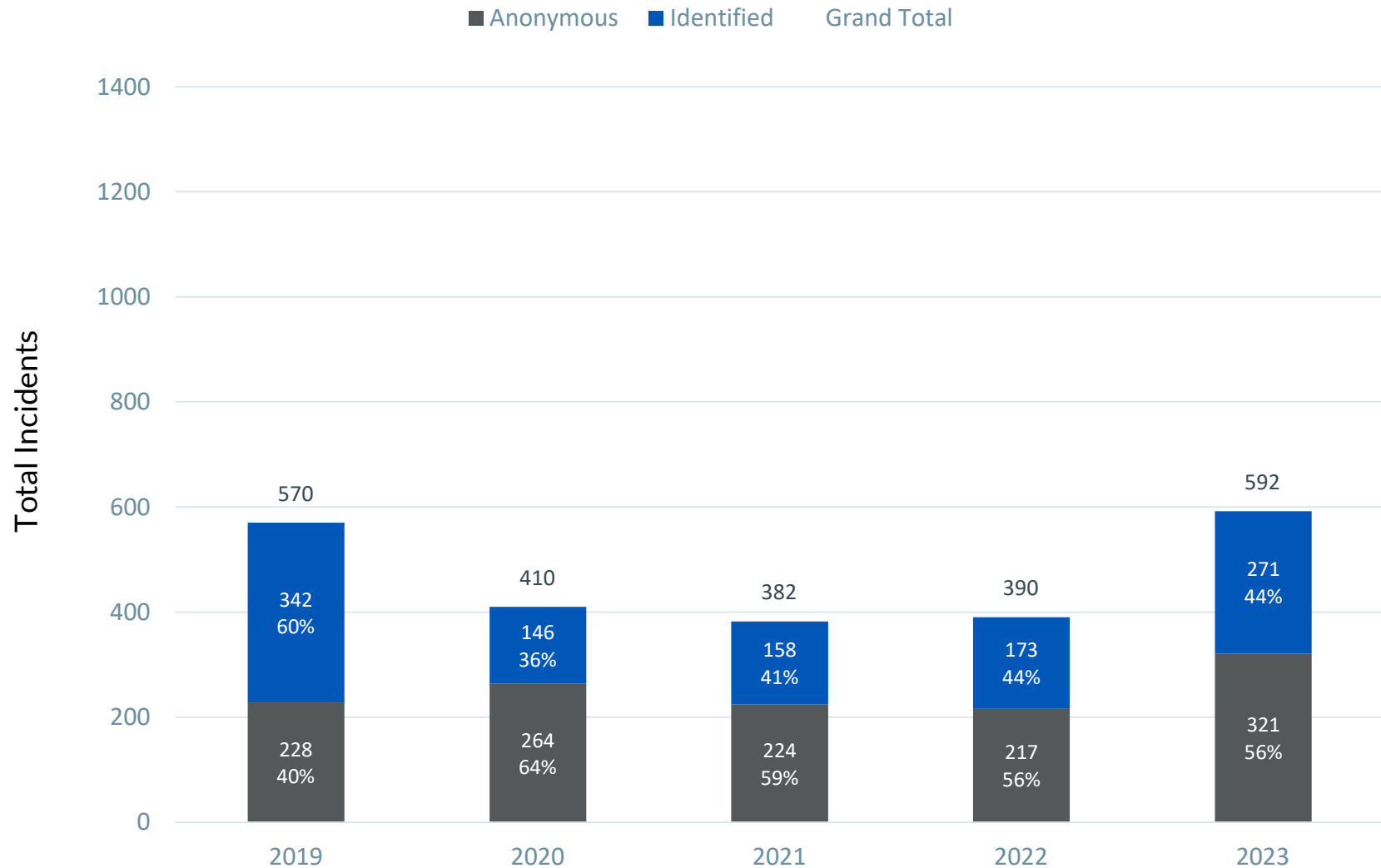
# Encouraging Reporting and Supporting Reporters

- Affirming OHSU's commitment to ethical conduct.
- Survivor-centered and trauma-informed features, such as a quick exit function and defined report forms.
- Connecting reporters with policies, resources and other available supports.
- Availability of critical information, including a detailed FAQ, for ease of reporting, increased transparency and accountability.
- Translated websites (in seven languages) with usability and accessibility improvements for inclusivity.
- Available online or by telephone 24/7 (in English and Spanish, with option to request an interpreter).
- Consolidated case management system and reporting



**INTEGRITY HOTLINE  
METRICS  
(CY2023)  
(Prior to expansion of  
system in 2024)**

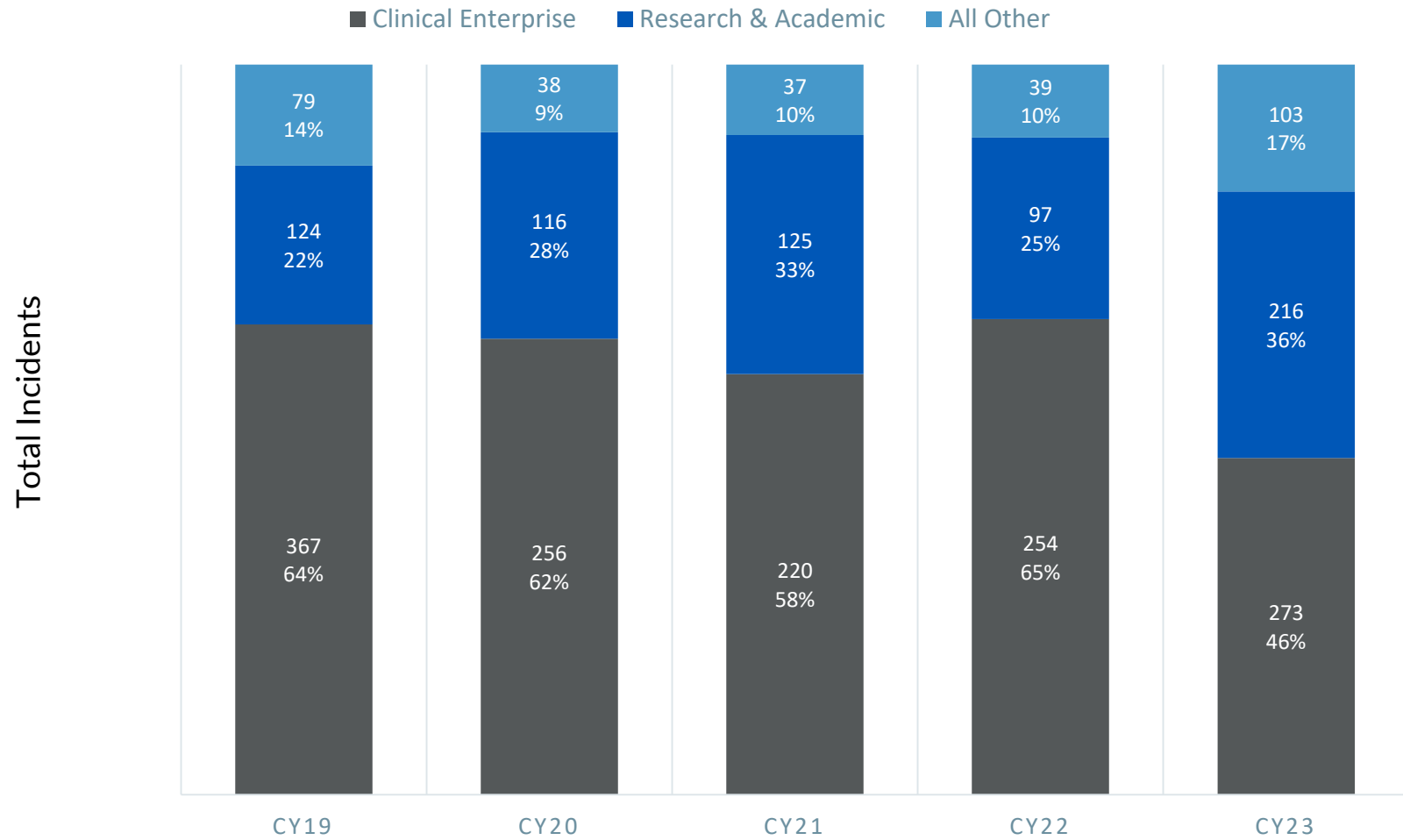
# Volume of All & Anonymous Cases by Calendar Year



\*OCR Resolution Agreement effective CY16-CY19

\*\*IPS Implemented Radar March 2019 (195 cases recorded in January and February 2019; 235 total for CY19)

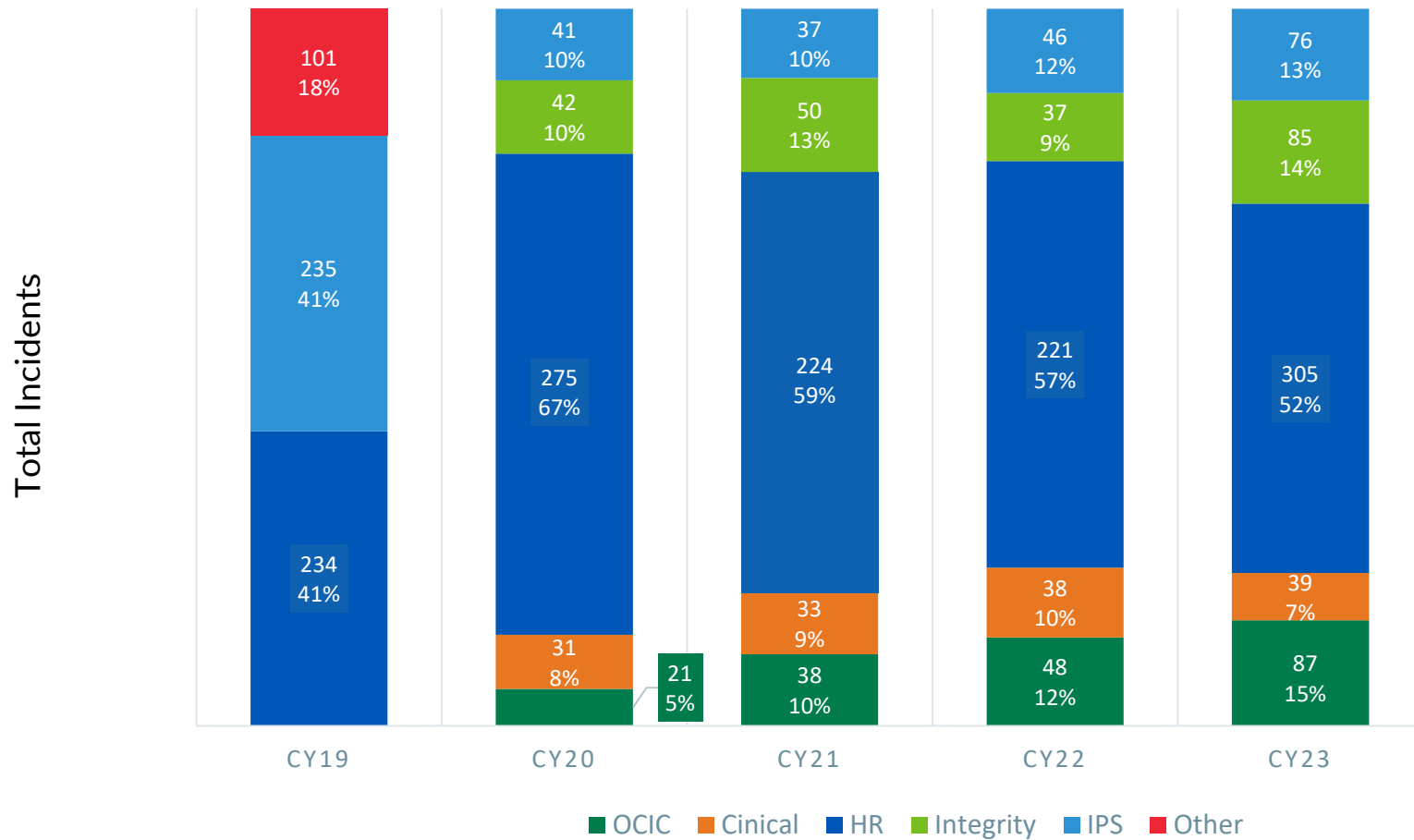
# Volume of Cases by Mission



\*All Other includes Central Services, All/Multiple missions, Other/Partner, Unknown



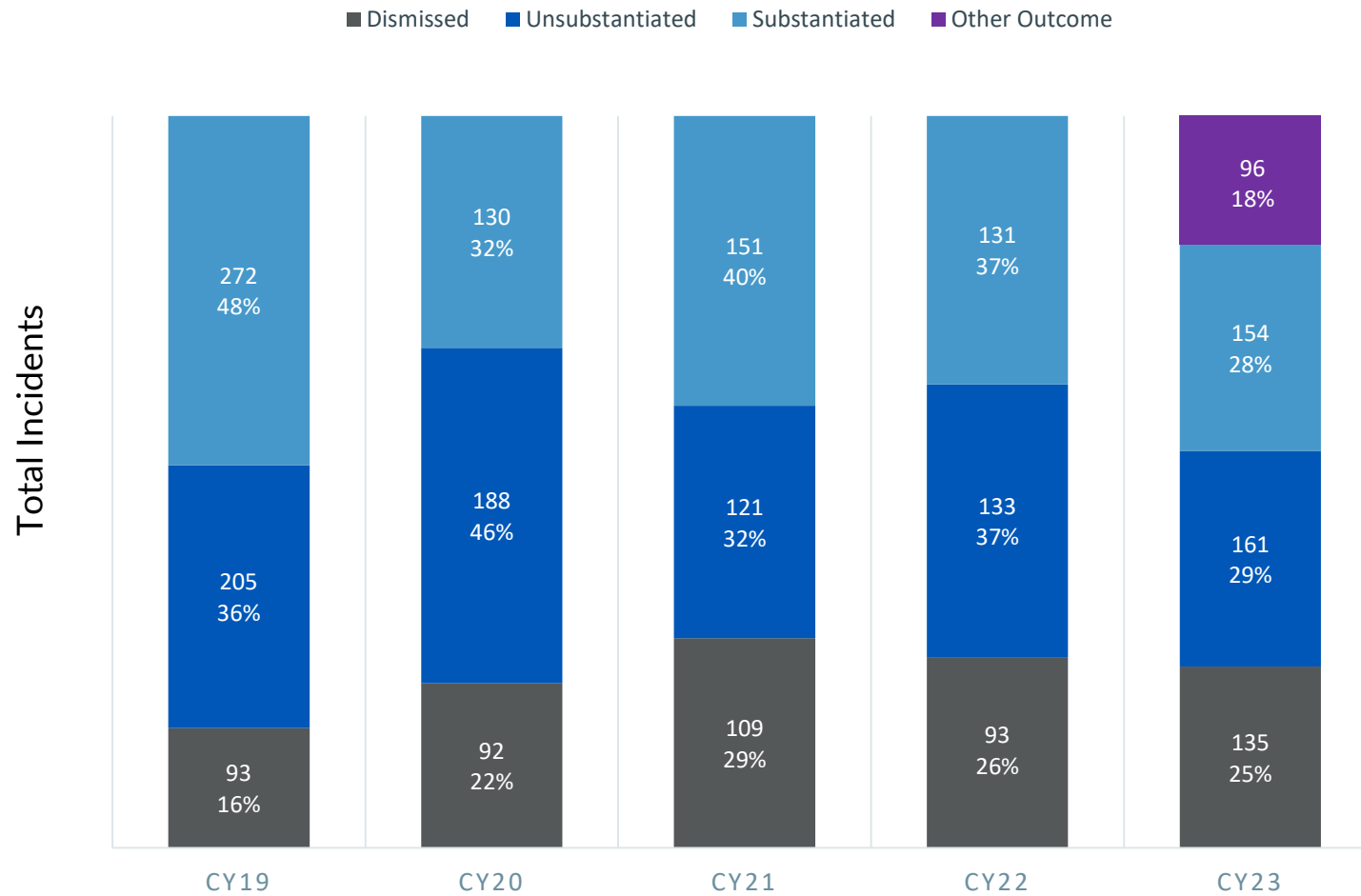
# Volume of Cases by Area



\*Other includes OCIC, Integrity, Patient Relations and Clinical Integrity (CY19 only)

\*\* There were a total of 1,523 IPS cases reported for CY2023. 76 were reported through the Integrity hotline.

# Case Outcomes



There are 62 cases from CY23 still in process.

Other Outcomes includes: Insufficient Information, No Engagement, Partially Substantiated, Referred and Pending.



**INTEGRITY HELPLINE:**  
New and Improved  
Reporting Metrics for  
CY2024

# Reporting Metric Categories

- Integrity Helpline report volume
- Types of reports received (Issue Types)
- Time to resolve reports
- Results: Outcomes and Actions Taken
- Location information analysis \*
- Report Volume by Intake Method analysis \*

The Q2 2024 (April – June) reporting metrics were provided to the OHSU community in July 2024 and have been included in your packet for reference.

We will continue to assess and enhance reporting capabilities and categories as we progress in this consolidated system.

\* Additional metrics to be included in Q3 2024 (July – September) reporting to be released in October 2024.



# Questions

INTEGRITY HELPLINE

April - June 2024 (Q2)

Community-Wide Reporting Metrics



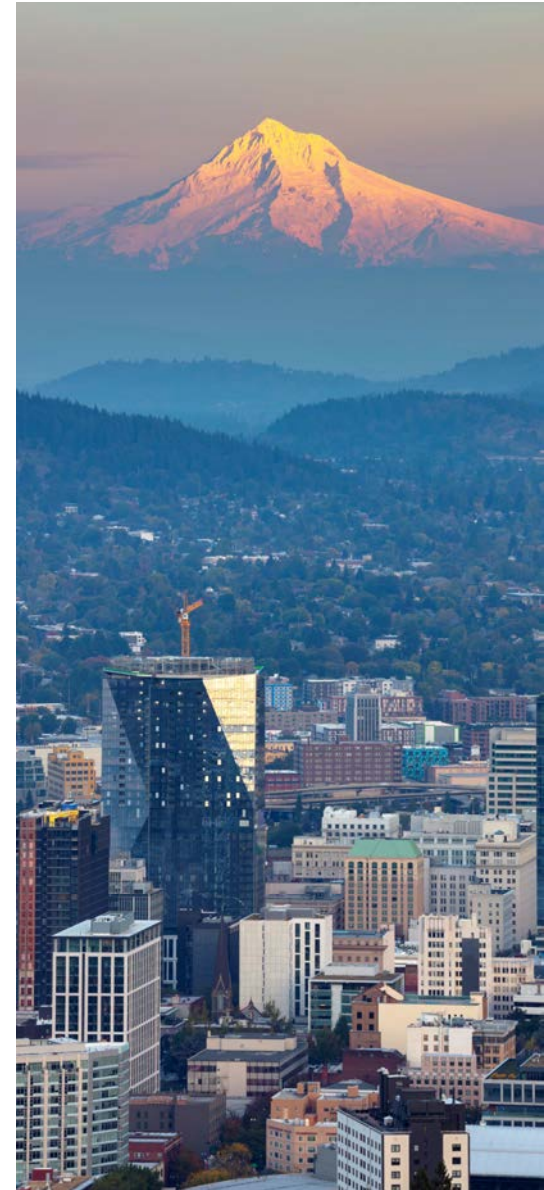
# Metrics Provided

- Integrity Helpline report volume
- Types of reports received (Issue Types)
- Time to resolve reports
- Results: Outcomes and Actions Taken

# Helpline Report Volume

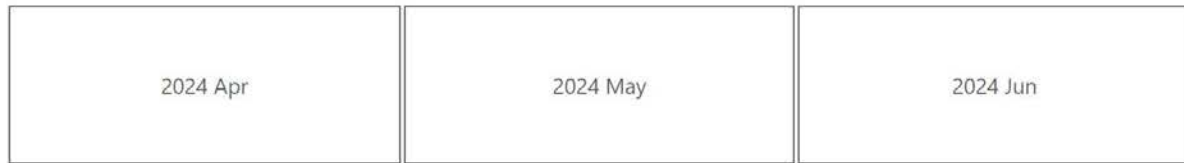
- From April 1 to June 30, 2024, **563** reports were received through the Integrity Helpline, the Internal Incident Report form and/or manually created in the centralized incident management system based on reports received by email, phone or other communication methods.
- **196** of the 563 reports received from April 1 to June 30, 2024, remain open and are being worked on by the appropriate department.
- This report also shows the total case volume by month for the Integrity Helpline.
- The breakdown of all reports received in this period is shown by the department or functional area responsible for addressing the concern.

*Please note: The Patient Relations and Information Privacy and Security departments maintain their own reporting channels and databases. Volumes presented here only represent the reports received through the Integrity Helpline and do not represent their total case volume.*





4/1/2024   
 6/30/2024 

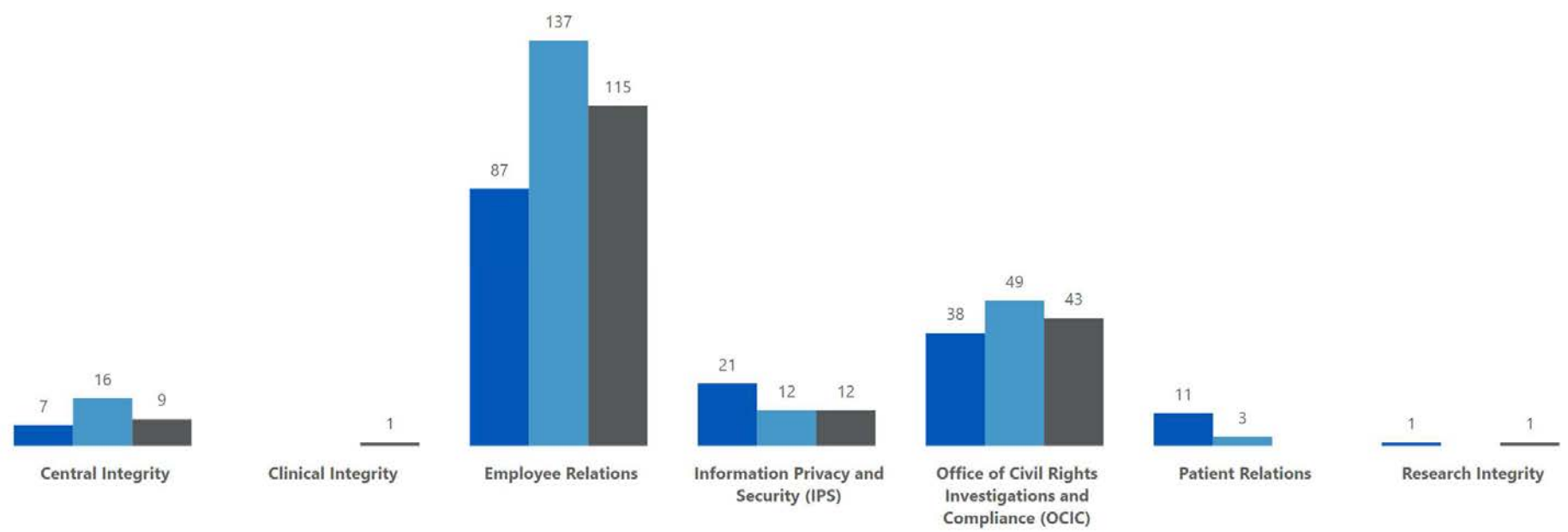


**563**  
Total Cases Received

**196**  
Currently Open from Period

### Monthly Cases per Function

● 2024 Apr ● 2024 May ● 2024 Jun



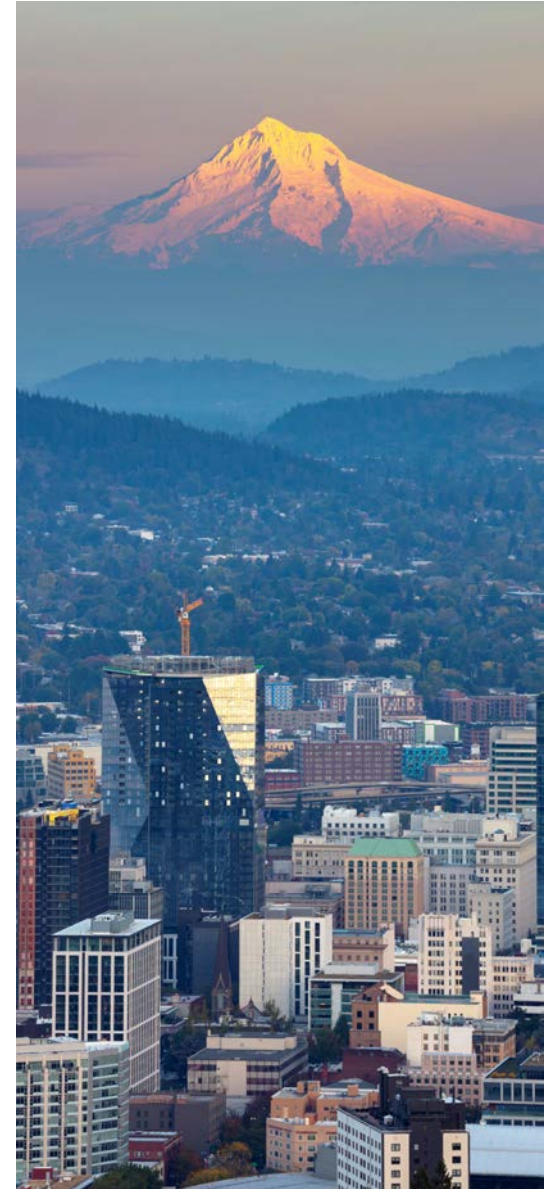
### Monthly Cases Overall



# Types of reports received (Issue Types)

Of the 563 new reports received during April 1 to June 30, 2024, the most frequently reported issues were as follows:

- **Misconduct:** 164 reports, representing 29% of case volume over this quarter.
- **Performance:** 92 reports, representing 16% of case volume over this quarter.
- **Discrimination:** 69 reports, representing 12% of case volume over this quarter.
- **Harassment:** 52 reports, representing 9% of case volume over this quarter.
- **Information Privacy and Security Concern:** 49 reports, representing 9% of case volume over this quarter.



4/1/2024   
 6/30/2024 

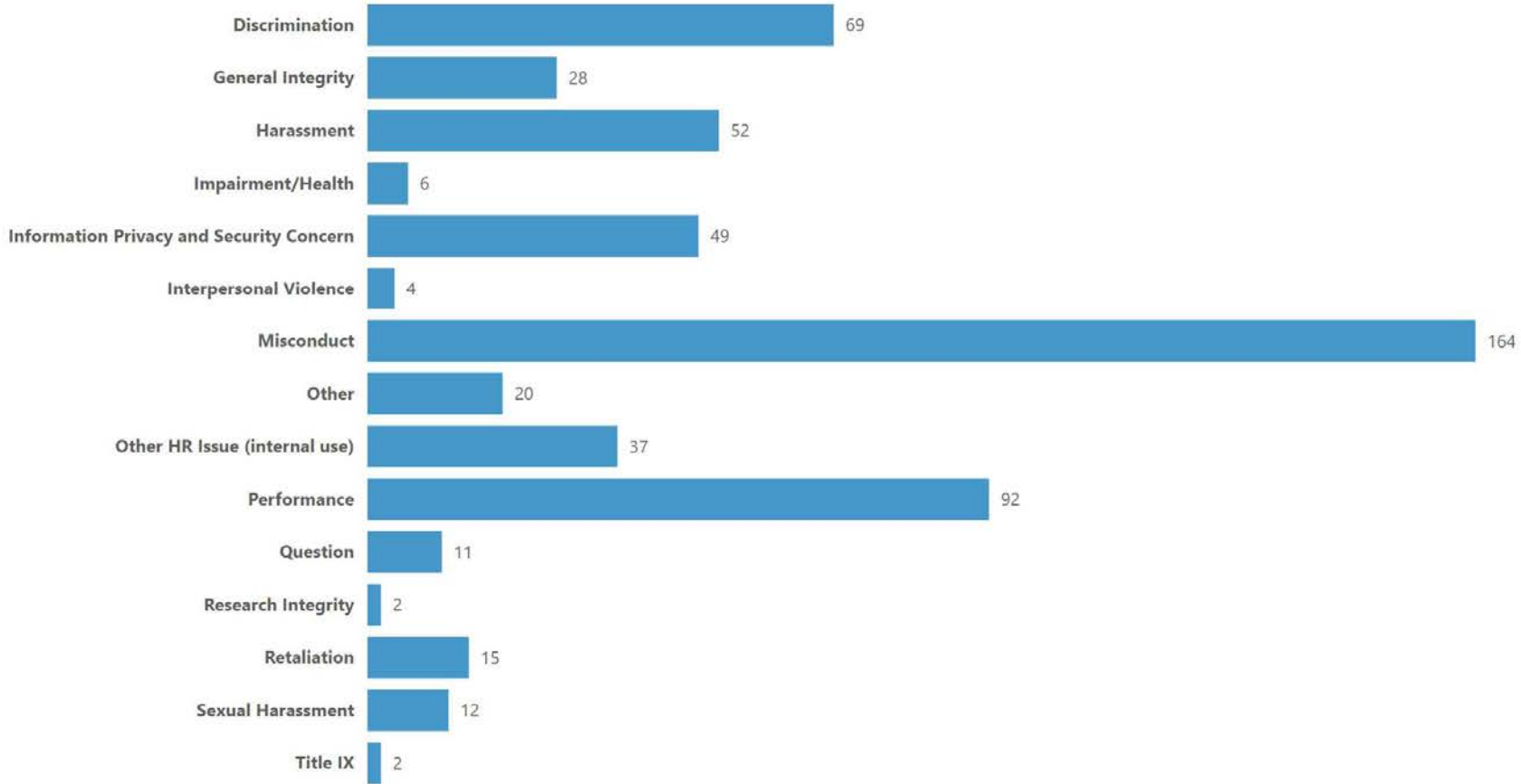
2024 Apr	2024 May	2024 Jun
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**563**  
 Total Cases Received

**196**  
 Currently Open from Period

- Central Integrity
- Clinical Integrity
- Employee Relations
- Information Privacy and Security (IPS)
- Office of Civil Rights Investigations and Compliance (OCIC)
- Patient Relations
- Research Integrity

### Total Cases per Issue Type



# Types of reports received (Issue Types)

This dashboard shows all reports for the period received through the Integrity Helpline, the Internal Incident Report form, and cases manually created by the type of concern raised.

Issue Type	Description
<b>Clinical Integrity</b>	Concerns regarding billing, coding and documentation, as well as fraud, waste and abuse in the healthcare environment.
<b>Discrimination</b>	These are concerns about being treated differently due to any of the following: age, pregnancy, childbirth, or a related medical condition, disability, race/color, religion, gender, marital status, sex, sexual orientation, gender identity or expression, military/reserve status, veteran's status, national origin, and use of the Worker Compensation System, Family Medical Leave Act (FMLA), Oregon Family Medical Leave Act (OFMLA), or Paid Leave Oregon (PLO).
<b>General Integrity</b>	These include any dishonest and/or unethical behavior, the unethical handling of actual and apparent conflicts of interest, not making disclosures required by the Code, not following laws, rules and regulations, and not promptly and properly reporting violations of the Code.
<b>Harassment</b>	These include concerns about being harassed or exposed to offensive conduct due to any of the following: age, pregnancy, childbirth, or a related medical condition, disability, race/color, religion, gender, marital status, sex, sexual orientation, gender identity or expression, misgendering military/reserve status, veteran's status, national origin, and use of the Worker Compensation System, Family Medical Leave Act (FMLA), Oregon Family Medical Leave Act (OFMLA), or Paid Leave Oregon (PLO).

# Types of reports received (Issue Types)

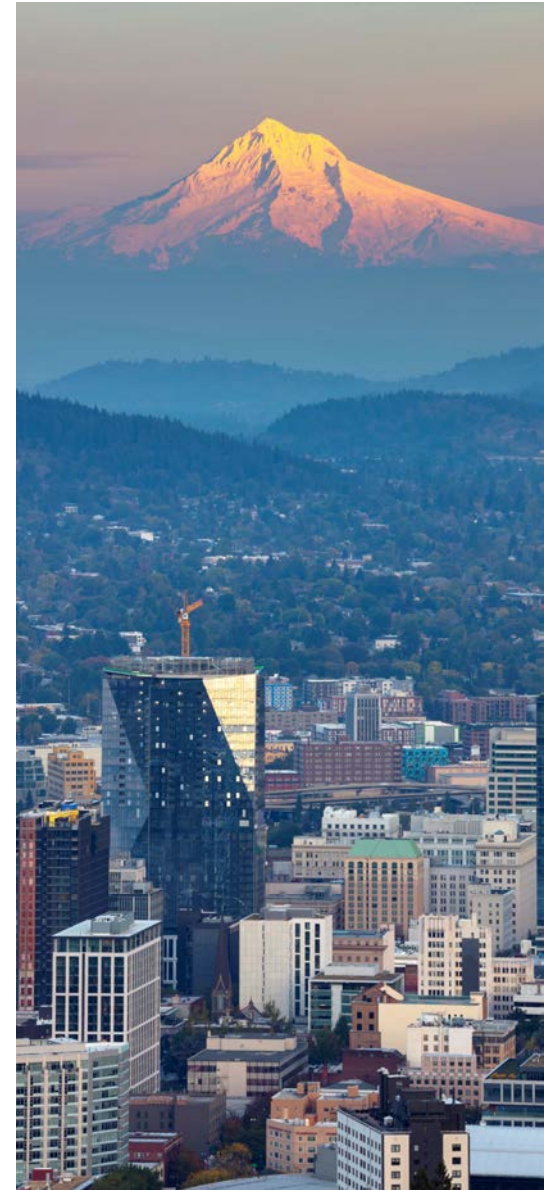
Issue Type	Description
<b>Impairment/Health</b>	These are concerns about Drug & Alcohol Policy violations, such as a member being under the influence of any unlawful drug, alcohol, or misused prescription drug; the use, possession, sale, manufacture, or distribution of drugs or alcohols; or a concern of an OHSU member being unfit for duty due to illness or injury.
<b>Information Privacy and Security Concern</b>	Reports of suspected or known information privacy and security incidents.
<b>Interpersonal Violence</b>	Concerns about Domestic Violence, Dating Violence, and Stalking.
<b>Misconduct</b>	These include Code of Conduct violations and other behavior that violates OHSU policies, such as bullying or intimidation, threats of violence, inappropriate communication, sabotage, abuse of power, theft, disrespect in the workplace, or retaliation for reporting any concerns or participating in an investigation.
<b>Other</b>	This is a miscellaneous category for reports that do not fit into any of the other issue types and may include patient concerns, concerns about students or academics and other issues.
<b>Other HR Issue (internal use):</b>	This issue includes miscellaneous issues to Human Resources that do not fit into the other HR issue types. For example, employee concerns about job classification, compensation, leave management, certification, or licensure issues, or to request a temporary work adjustment.

# Types of reports received (Issue Types)

Issue Type	Description
<b>Performance</b>	This issue type includes concerns about how an OHSU member behaves when carrying out duties, such as dishonesty, negligence, unsatisfactory attendance or abandoning the work station, lack of adherence to professional standards, low productivity, poor quality, reckless behavior, sleeping on the job, or breaches of confidential work-related information, concerns about how an OHSU member behaves when carrying out duties, such as dishonesty, negligence, unsatisfactory attendance or abandoning the work station, lack of adherence to professional standards, low productivity, poor quality, reckless behavior, sleeping on the job, or breaches of confidential work-related information.
<b>Question</b>	The Integrity Helpline allows people to ask questions and Central Integrity works on providing a response to the reporter.
<b>Research Integrity</b>	Concerns related to human subject research, animal research, biosafety, and research misconduct including research plagiarism, and falsification and fabrication of research documentation.
<b>Retaliation</b>	Concerns about being retaliated against for reporting discrimination or harassment, filing a complaint of prohibited discrimination or harassment, or taking part in an investigation of such a complaint. Retaliation includes intimidation, threats, coercion, and adverse employment or educational actions taken against a person. Retaliation can be committed by complainants, respondents or any other person or groups.
<b>Sexual Harassment</b>	Concerns about sexual harassment, which is defined as unwelcome conduct of a sexual nature. It includes unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature. concerns about sexual harassment, which is defined as unwelcome conduct of a sexual nature. It includes unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature.
<b>Title IX</b>	Concerns of discrimination or harassment based on gender. This can include sexual harassment, sexual misconduct, stalking, and intimate partner violence in an educational setting, concerns of discrimination or harassment based on gender. This can include sexual harassment, sexual misconduct, stalking, and intimate partner violence in an educational setting.

# Time to resolve reports

- 373 reports were closed from April 1 to June 30, 2024. The reports closed during this period may have been opened at any time prior to June 30, 2024.
- Of the 373 reports, they took an average 24 days to close.
- This graph also shows the average number of days reports took to be resolved each month by department and includes all report types.



4/1/2024   
 6/30/2024 



**373**

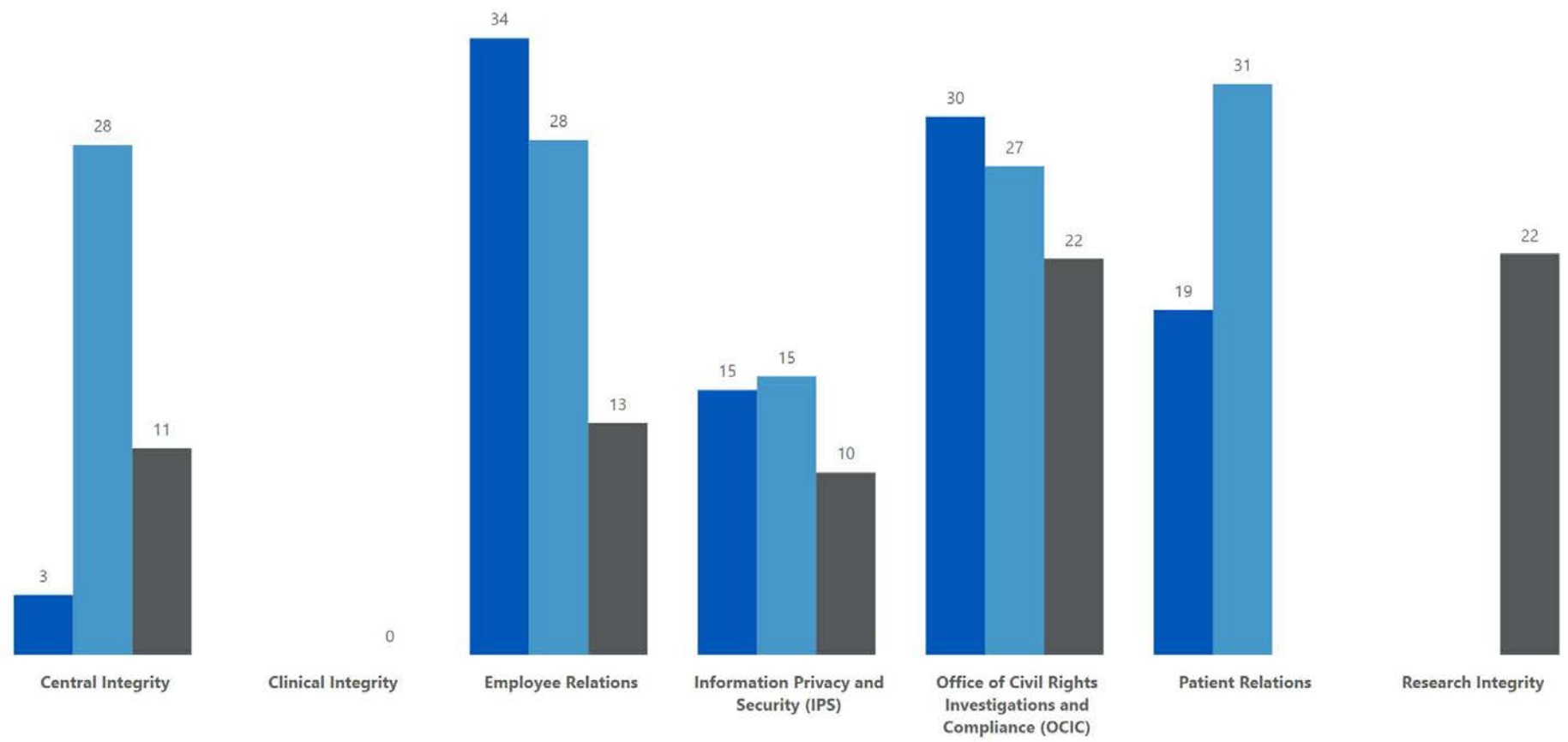
Cases Closed During Period

**24**

Average Days to Close

## Monthly Average Closure Times per Function

Month ● 2024 Apr ● 2024 May ● 2024 Jun

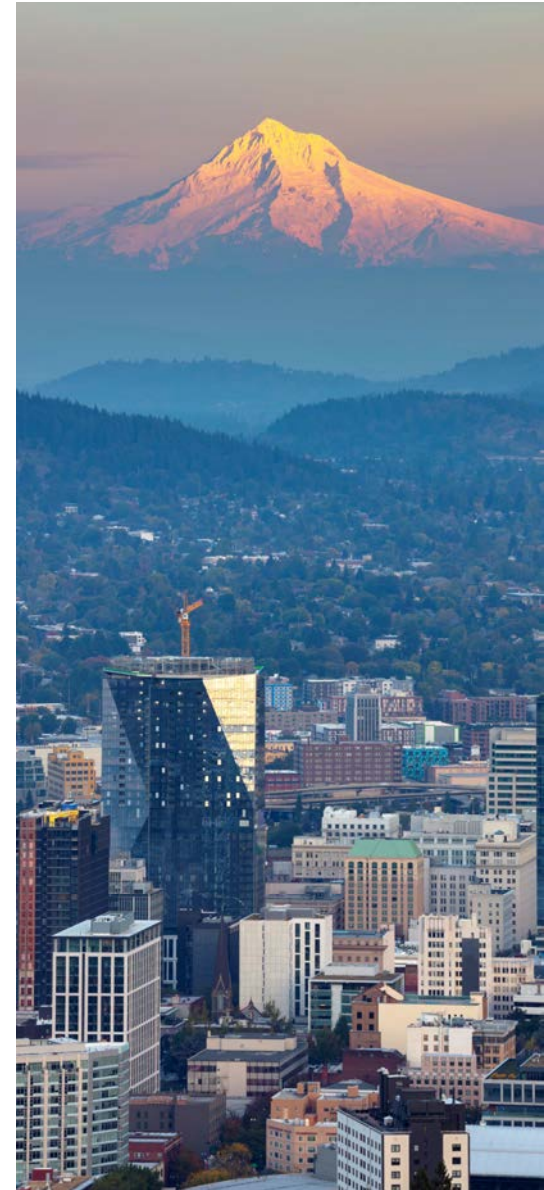




# Results: Outcomes and Actions Taken

Of the **373** reports that were closed during this reporting period, there were various outcomes and actions taken.

- With respect to case outcomes: 90 (24%) were substantiated, 158 (42%) were determined to be unsubstantiated, 90 (24%) were referred to other departments for review and follow up, 30 (8%) were resolved informally and 5 (1%) are pending determination.
- With respect to actions taken: 130 (35%) of the reported cases had formal resolution, 108 (29%) had informal resolution, 119 (32%) did not require further action to be taken, and 16 (4%) were pending further action at the time of this report.



4/1/2024



6/30/2024



2024 Apr

2024 May

2024 Jun

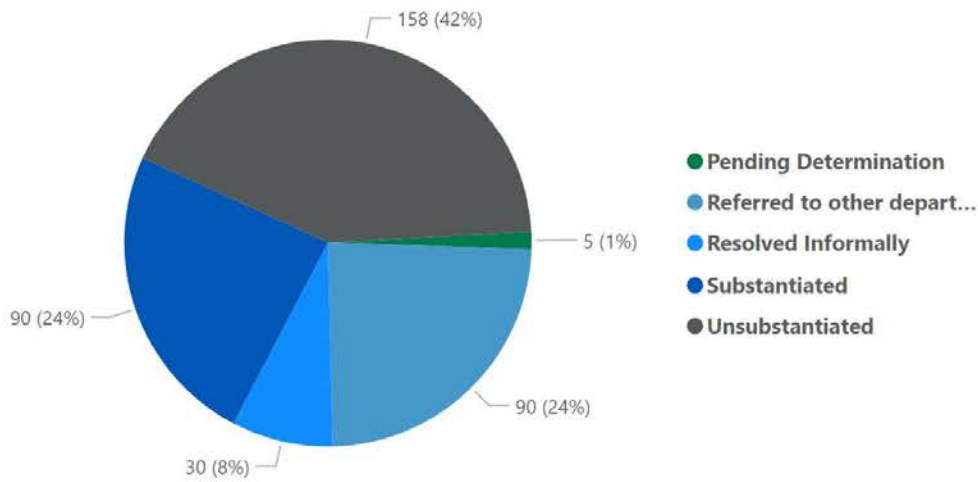
# 373

Cases Closed During Period

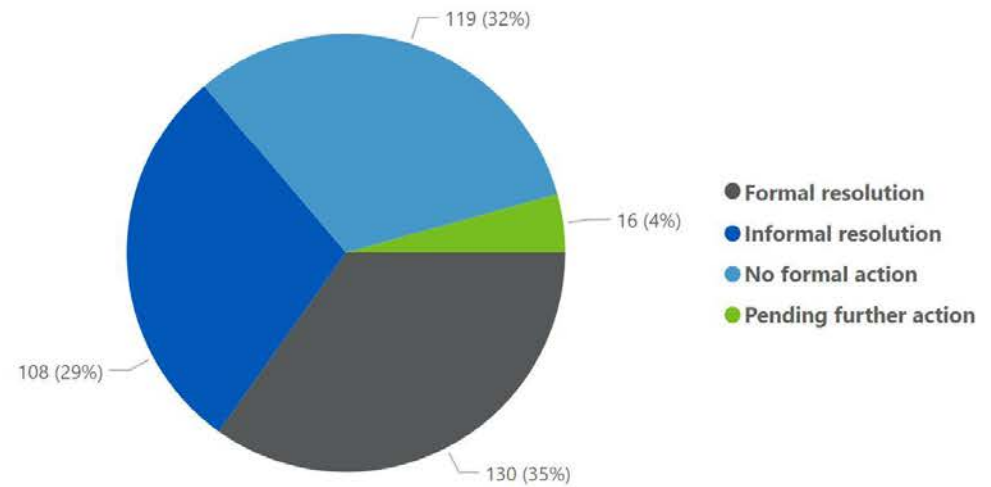
# 24

Average Days to Close

## Case Outcomes



## Actions Taken



# Results: Outcomes and Actions Taken

Outcomes show what the determinations or referrals for closed reports, including:

Outcome	Description
<b>Pending determination</b>	For some types of reports and investigations the investigation and determining outcomes are separate. These reports have been investigated, however, determinations on responsibility are still being made. These reports will be updated when determinations have been made.
<b>Referred to other department or system</b>	Some departments like Information Privacy and Security, Patient Relations, Public Safety, and others use different systems to manage their cases and the Integrity Helpline is not their primary intake method. Integrity Helpline reports managed by departments which do not use the Helpline as their primary case management tool may be referred to those systems and managed by their department process. These cases may also include reports where the Reporting or other party have been referred the Ombuds, Confidential Advocacy or to other departments for resources and support.
<b>Resolved informally</b>	These reports were reviewed and had an informal resolution, these resolutions can be any alternative dispute resolution including but not limited to mediation, restorative justice, facilitated conversations or training. These reports do not have a formal determination of responsibility.
<b>Substantiated</b>	All or some allegations in these reports have been found to have occurred and found (in full or in part) to be a violation of OHSU policy.
<b>Unsubstantiated</b>	We were not able to substantiate all or some of the facts alleged in the report or the facts established were not found to be a violation of OHSU policy. This can be for several reasons including there was insufficient information provided (and attempts to gather more information were unsuccessful, therefore the report could not be investigated or followed-up on. These reports may also include reports where parties or the reporter declines to engage with the process and the report is closed. Reports where after investigation or response we were still unable to validate the allegations or conclude there was a violation of OHSU policy, or reports that do not allege a violation of OHSU policy.

# Results: Outcomes and Actions Taken

Actions Taken shows what was done to address the concern, including:

Action Taken	Description
<b>Formal resolution</b>	These reports have been resolved through a formal investigation or other formal review process
<b>Informal resolution</b>	These reports were resolved by alternative dispute resolution (including mediation, restorative justice, or other alternative dispute resolution process) and did not receive a formal investigation or review process.
<b>No formal action</b>	No additional actions to address the concern were necessary or appropriate. This could be for several reasons including insufficient information in the report so it could not be investigated or followed-up on, parties or the reporter may have declined to engage with the process, or after investigation or response we were still unable to validate the allegations or conclude there was a violation of OHSU policy, or reports that do not allege a violation of OHSU policy.
<b>Pending further action</b>	For some types of reports and investigations the investigation and determinations may be complete, however, some additional actions may be needed to fully address the concern.

OHSU INTEGRITY OFFICE

# Code of Conduct: Updates and Request for Board Approval

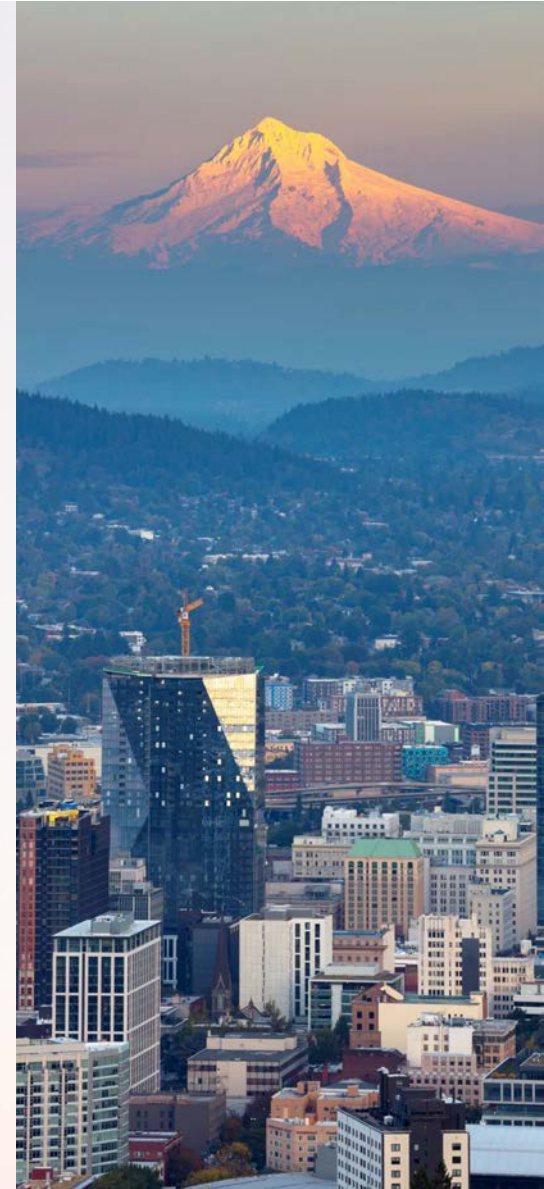


# Code of Conduct Review Updates

The draft Code was presented at the September Board of Directors meeting with request for Board review and approval.

✓ The following updates were made to the final draft:

- Board member feedback was received and incorporated.
- Content aligned with recently released and updated Respect for all Guide.
- Patient discrimination (ACA, Section 1557) and political activities content updated per guidance from OHSU Legal.



# Code of Conduct Review Updates

- ✓ Content development and design layout is complete.
  - More accessible and equitable reader experience and understanding with simplified language, improved fonts and use of icons and formatting for accessibility.
  - Content review and feedback from Content Owners, OHSU Community Groups and OHSU Legal was incorporated.
  - Enhanced policy and reporting content based on the Covington work.
  - Once finalized, the Code will be translated into OHSUs top 7 languages for OHSU members.

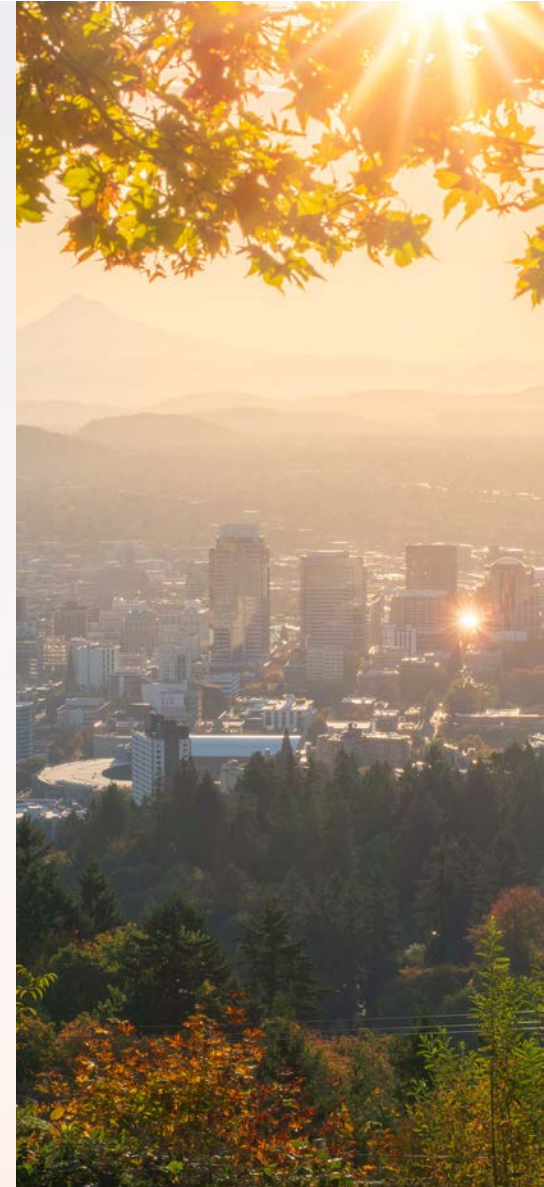
# Usability and Inclusivity Review of Code

- ✓ A review of the reading level and word count of the final draft of the Code was conducted.
  - While the updates resulted in a more equitable and inclusive reading level, we noted an increase in page total and word count in comparison to the 2015 version of the Code.
  - This increase was attributed to the following key updates that were made to ensure a more inclusive and equitable reader experience and increased focus on the understanding of expectations, rights and responsibilities for all OHSU members:
    - Enhanced table of contents with direct links to sections
    - Informational boxes to include member resources, policy guidance and helpful reminders
    - Updated content based on several Covington report initiatives, including policy updates and OHSU's values of diversity, equity, inclusion and belonging, as well as anti-racism and connections to resources to support our diverse community
    - Content to include all OHSU members; for example, incorporating specific OHSU student references, policies and guidance
    - Several examples to contextualize concepts and conduct described in the Code to help OHSU members understand their expectations and rights
    - Glossary of key terms and direct links to OHSU policies for ease of reference

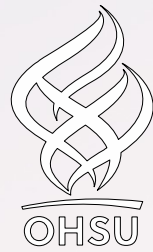


# Next Steps

- ✓ Request for OHSU Board of Directors review and approval.
- ✓ Finalize the updated Code for publication, including accessibility enhancements.
- ✓ Develop translated versions of the Code.
- ✓ OHSU Community engagement:
  - Creation of a one-page guide to provide expectations and guidance to promote understanding and resources provided in the Code.
  - Develop roll-out strategy with Strategic Communications to enable engagement and enhance understanding, to include the following:
    - All Leaders Meeting update
    - OHSU Now post(s)
    - Education / Awareness campaign



*Thank you!*





NEW FINAL DRAFT  
MARK UP COPY

# Code of Conduct

Revised 2024

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### Accessibility Note

This document has been formatted to meet accessibility standards. For best performance in a digital format, we recommend downloading the document as a PDF and using the Adobe read aloud feature.

If you would like to request this document in an alternate format, please contact the Employee Leaves and Accommodations office at [ela@ohsu.edu](mailto:ela@ohsu.edu) or 503-494-8060, the Office for Student Access at [studentaccess@ohsu.edu](mailto:studentaccess@ohsu.edu) or 503-494-0082, or OHSU Integrity Office at [integrity@ohsu.edu](mailto:integrity@ohsu.edu) or 503-494-8849.

# 1 Introduction



Dear OHSU Community,

At Oregon Health & Science University, we pride ourselves on improving the health and well-being of people in Oregon and beyond.

As an organization, we follow many laws, regulations and professional standards. But most importantly, we not only want to model best practices in education, research and patient care, but also to lead in identifying opportunities for improvement.

In that light, OHSU is committed to continuously reviewing our policies and practices to ensure they are as inclusive, effective and equitable as possible.

This edition of the Code of Conduct (“Code”) affirms the values that matter most to our community, from employees, learners and students to vendors, volunteers and visitors. The Code outlines the principles, expectations, rights and responsibilities to help everyone be as successful as possible in their working, learning and healing environments.

To fulfill our mission, we must embrace a culture that includes everyone, and honors people’s individual lived experiences and identities. Misconduct, including discrimination, harassment, violence, sexual misconduct, retaliation, bullying and intimidation cannot be tolerated at OHSU.

Please join me in carefully reviewing this Code, following its standards and bringing the highest level of integrity to all that you do for OHSU.

Sincerely yours,

A handwritten signature in black ink that reads "Danny Jacobs". The signature is written in a cursive, flowing style.

**Danny Jacobs, M.D., M.P.H., FACS**  
OHSU President



# The OHSU community

This Code of Conduct<sup>1</sup> provides the guidelines and expectations for all those working, learning, and conducting business at OHSU.

It has been approved by the OHSU Board of Directors and adopted as policy. All OHSU members are held to its standards. As with other OHSU policies, adherence to these standards ensures effective, efficient operations that enable us to achieve our mission.

## A vision for the future

Our vision is to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of Oregonians and beyond.

OHSU's focus on healing, teaching and discovery — combined with our deep history in Oregon — is unique. We are the state's only academic health center and one of the only universities in the U.S. devoted exclusively to educating doctors, dentists, nurses, pharmacists and public health professionals. We not only treat the most complex health needs in the region, we make discoveries that save lives and we train leaders to address the societal issues that impede health.

## OHSU's mission

As part of its multifaceted public mission, OHSU strives for excellence in education, research and scholarship, clinical practice and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative and cooperation among students, faculty and staff.

### The Code of Conduct applies to all OHSU members, which includes:

- Members of the OHSU Board of Directors
- Employees
- Students and trainees
- Volunteers
- Visiting faculty, researchers and health care practitioners
- Contractors and vendors, while doing business with OHSU
- Others who work for or on behalf of OHSU

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<sup>1</sup> While OHSU has attempted to be as clear as possible in this Code of Conduct, questions may arise, and OHSU retains discretion over the application, interpretation, or the intent of the Code. Likewise, OHSU may change, amend, or modify this Code of Conduct from time to time and will notify members of any significant changes that affect them.

## Accountability

The Code details the fundamental principles and framework for action within our organization. It states our expectations and responsibilities, which support our culture of acting with integrity. We value safety and transparency and support OHSU members who act in the prevention, detection and resolution of ethical and integrity issues.

Promptly report concerns about possible violations of laws, regulations, OHSU policies and this Code, without fear of retaliation, especially from those in positions of power and influence. Under no circumstances will retaliatory behavior be tolerated. This is something OHSU takes very seriously and will hold people accountable for their actions.

Making the right decision is not always easy. There will be times when you will be under pressure or unsure of what to do. Always remember when you have a tough choice to make that you are not alone. Your colleagues, classmates, and the resources cited throughout this Code are available to help.

For more information on reporting and retaliation, refer to section 4, Our responsibilities to report and be accountable for our actions.



OHSU has many policies that provide guidance for almost every aspect of OHSU's operations and services.

The Code of Conduct provides an accessible overview of some key policies and definitions that everyone working or learning at OHSU should know and understand. Please refer to individual policies referenced in the Code for more information.

As a reminder, policy information can be found on the [OHSU Policies](#) page on O2 and OHSU members should always follow specific policy language and guidance that supports your role at

# 2

# Expectations and guidance for everyone

# Culture of integrity

What is integrity? Integrity means we do what we say we will do and keep our promises. OHSU is committed to integrity in everything we do. We call this having a “culture of integrity.”



A culture of integrity at OHSU includes reviewing how we do things and finding ways to do them better.

## Expectations

All OHSU members are expected to meet and uphold the following responsibilities:<sup>1</sup>



### Be familiar with and follow the Code of Conduct and OHSU policies.

- Avoid rude, violent, or inappropriate behavior.
- Never use your authority or job position to take advantage of someone else or to harm others.
- Honor people’s privacy, space, belongings, and right to be treated fairly.
- Follow the Code of Conduct when you work with OHSU’s partners, such as other clinics or hospitals.
- Be aware of how your personal relationships can affect your role at OHSU.



### Meet the standards of your profession or academic program.

- Understand and abide by OHSU policies and maintain knowledge of state, federal, and local laws or regulations that may impact your role.
- Meet the ethical and professional standards of your role.
- Keep your licenses, certifications and other qualifications required for your role up to date.
- Complete your required trainings on time.



### Create and uphold a culture of integrity.

- Be honest in your words and actions.
- Speak up and report instances of potential OHSU policy violations. Support and encourage others to speak up if something doesn’t seem right.
- Report problems if you notice them. If you want to try to solve a problem, focus on communicating honestly, talking openly and looking for ways to improve things.
- If you are part of a review, investigation, or audit, tell the whole truth by providing all of the information.



### Promote high quality working, learning and healing environments.

- Treat all patients, families, visitors and OHSU members with respect.
- Be productive, work effectively and efficiently to the best of your skills and capabilities.
- Maintain a culture that values diversity, equity, inclusion and belonging in all university functions and services.
- Be open to feedback and take responsibility for your actions and behaviors.



<sup>1</sup> OHSU members include: Members of the OHSU Board of Directors; Employees; Students and trainees; Volunteers; Visiting faculty, researchers, and healthcare practitioners; Contractors and vendors, while doing business with OHSU; or Others who work for or act on behalf of OHSU.

## Diversity, equity, inclusion and belonging

Diversity, equity, inclusion and belonging (DEIB) are priorities at OHSU. They are crucial to our core mission of healing, teaching and discovery. Our commitment to DEIB is an evergreen and is the responsibility every member of the OHSU community makes to our employees, our patients, our physicians and faculty, our students and learners, and our partners across the community that we care for. Embracing this responsibility is part of what makes OHSU a world-class institution that leads in patient care, research and discovery, and teaching.

In order to provide the best care for our patients and promote healthy work culture and learning environments for OHSU members, it is important that we all work toward understanding what is at the foundation of equality, thriving, and belonging for all people.

Creating a unified culture requires effort from every single individual at OHSU. We all have a part to play and it begins with self-reflection on how we have impacted those around us, learning more about each other, and taking clear actions to build a more inclusive and welcoming environment for each other.



Each group is a piece of the whole, and we cannot have a true culture of diversity, equity, inclusion and belonging if we ignore or minimize the importance of any group.

For the latest information on OHSU's diversity, equity, inclusion and belonging activities, please visit the [Diversity, Equity, Inclusion and Belonging](#) pages on O2.



**Diversity** is all the ways we differ from each other. Visible characteristics (e.g. race, ethnicity, gender) are often the focus of diversity. In addition to visible diversity characteristics, there are many other ways we can differ from each other (e.g. sexual orientation, gender expression and identity, age, religion, disability status, citizenship, socioeconomic status) that impact how we experience and interact with the world around us.



**Inclusion** is how we bring all of our differences together with respect.



**Belonging** is the feeling we have when we actively want to bring our full selves to OHSU because we sense that our uniqueness is valued and embraced by both our colleagues, classmates, our leaders, and our institution.



**Equity** is the process of enabling cultural transformation by eliminating existing barriers and proactively considering the needs of everyone in our OHSU community to ensure access and opportunities for all.

## Creating a sense of belonging at OHSU

OHSU is one of the largest and most diverse institutions in Oregon. We value our diverse members from different races and ethnic groups, belief systems, abilities, and identities. We are committed to creating opportunities for everyone to do well and giving each person the help they need to be successful.

As part of our dedication to our diverse community and the diversity of the communities we serve, OHSU is on a journey to become an anti-racist organization. As part of this journey we must all review how we do things and find ways to do them better, including addressing racism and oppression on individual and institutional levels.

We are strongly against being hostile or insensitive through words or actions that make members of any group feel less valuable or important. We expect OHSU members to create and maintain working, learning and healing environments that do not intentionally, or unintentionally, exclude people. This commitment includes recognizing, avoiding and reporting discrimination, harassment, bullying and retaliation.

### Some ways to show we respect and value one another are by:

- Learning about the experiences of people whose backgrounds are different from our own.
- Valuing and respecting different worldviews, viewpoints and behaviors.
- Being curious and listening with the goal of understanding.
- Using each person's name and words they use, including words that stand for someone's name (pronouns) such as she, he, they, or ze.
- Being careful about the words we use. Being familiar with the [OHSU Inclusive Language Guide](#) and following it.
- Using language and interpretation services if someone needs them.
- Making sure any materials given out or displayed include different people and members of different groups. Check that documents are culturally sensitive and can be read and understood by anyone.
- Recognizing that all OHSU members have unique advantages or barriers.



### Institutional racism

Is defined as the policies, procedures, and practices that operate within institutions and organizations that disadvantage individuals and groups based on race.

Institutional racism has kept some people or groups from:

- Receiving a good education.
- Getting the health care they need.
- Benefiting from research.
- Succeeding in jobs or careers.
- Living safely and comfortably.



### What it means to be an anti-racist institution

“An antiracist institution is an institution that creates policies, practices, and procedures to actively promote racial equity and justice” (Kendi, Ibram X. How to be an antiracist. One world, 2019)

At OHSU this means identifying and changing how institutional racism can impact:

- Services provided at and for OHSU.
- Working or learning at OHSU.
- The way OHSU conducts its business activities, including strategic partnerships and vendor selection.
- Education, research, health care and community activities.

## Deepening our learning

Every OHSU member has a role to play in building a more diverse, equitable, and inclusive environment and promoting a culture of belonging. This requires us to learn more about ourselves and one another so that all can thrive and excel. Some ways we can do that are by:



### Considering new ideas and different ways of thinking:

- Learn about your own biases and how they impact your work and decision-making by taking part in the [Unconscious Bias Initiative](#).
- Visit the [DEIB Education and Advancement](#) page to find trainings and education around diversity, equity, inclusion and belonging.
- Get involved with an [Employee Resource Group](#).
- Review and use the [OHSU Inclusive Language Guide](#) and [OHSU Anti Racism Guidebook](#).



### Seeking help when we need it:

- [Racial Trauma Resource page](#)
- [Racial Equity Support Line](#)
- [OHSU Avel Gordly Center for Healing](#)
- [OHSU Wellness - Spark](#)
- [OHSU Intercultural Psychiatric Clinic](#)
- [Labor Relations-Unions](#)
- [Employee Leaves and Accommodations](#)
- [Student Health and Wellness](#)
- [Student Accommodations](#)



### Standing up for one another against hate and bias:

- Be an active bystander and report discrimination, harassment and retaliation that you observe or hear about to the [Integrity Helpline](#).
- Symbols of hate have no place at OHSU and will not be tolerated. Immediately contact [Public Safety](#) or file an [Integrity Helpline](#) report if hate symbols are found on or near OHSU facilities.



### Learning more every day:

- [Diversity, Equity, Inclusion and Belonging](#)
- [Cultural Awareness Guide for Religious and Spiritual Beliefs](#)
- [Library Resources on Race, Racism and Health Disparities](#)
- [Library Anti-Racism Resources](#)
- [Alliance for Visible Diversity in Science \(AVDS\)](#)

3

# Our responsibilities to each other and the people we care for



# Expectations for all OHSU members

OHSU is committed to learning and working free of discrimination, harassment, retaliation and bullying. Our commitment comes from our mission, vision and values, as well as a wide variety of federal, state, and local laws.

All OHSU members are expected to know, understand, and follow the [OHSU Discrimination, Harassment and Retaliation Policy \(DHR\)](#) and [Prohibition on Bullying Policy](#), which can be found on O2.

The DHR and Bullying Policies are intended to prevent and respond to misconduct, which includes bullying, discrimination, harassment, sexual harassment, sexual misconduct, sexual assault, domestic violence, dating violence, stalking, sexual exploitation, and retaliation.



This section provides an overview of OHSU Policies which apply to allegations of discrimination, harassment, bullying and retaliation.

The definitions in this section have been simplified from those detailed in the policies and are meant to be straightforward and provide context and examples.

When responding to reports of any concerns, the definitions and processes in the appropriate policy will be applied.



## Important Policies

### [Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#)

This policy defines prohibited discrimination, harassment (including sexual harassment) and retaliation; outlines reporting options and obligations; and describes the investigation process for complaints or reports of Discriminatory Misconduct.

### [Prohibition on Bullying Policy \(03-05-606\)](#)

This policy defines bullying and details responsible offices investigation process, including the appeal process and explains supportive and remedial measures as well as interim actions.

### [Workplace Violence Policy \(07-30-020\)](#)

This policy outlines OHSU's commitment to a safe environment for our community, and OHSU's commitment to maintaining an environment free from violence and threats of violence.

## Discrimination

Discrimination is when someone treats people in unfair or harmful ways because they belong to, or appear to belong to, a protected group or characteristic. Discrimination can be any behavior that affects employment, education or treatment or that creates a hostile environment.

### Some examples of discrimination include, but are not limited to:

- Not getting a job because of your sex, gender, gender identity or gender expression.
- Being paid less than your peers because of your race.
- Not having an approved accommodation provided for a qualifying disability.
- Having your work hours reduced because of your religion.

## Harassment

Harassment is a form of discrimination that targets a person or a group of people. Harassment can be verbal, visual, physical or any other type of behavior that intimidates, threatens or creates a hostile environment.

### Some examples of harassment include, but are not limited to:

- Behavior that makes a person or group of people feel threatened, intimidated, offended or less than others.
- Calling names, telling jokes, or using negative nicknames or stereotypes for a person or a group.
- Using or sharing written, printed, or visual material with words or pictures that offend or make some people feel less valuable or important.



### Protected characteristics include:

- Race
- Color
- Religion
- National origin
- ~~Ethnicity~~
- Sex
- Sexual orientation
- Gender identity or expression
- Pregnancy  
(including pregnancy-related conditions)
- Age
- Disability  
(including physical or mental disability)
- Genetic information  
(including family medical history)
- Ancestry
- Marital or familial status
- Citizenship
- Service in the uniformed services  
(all as defined in federal or state law)
- Veteran status
- Expunged juvenile record
- Use of leave protected by state or federal law
- Use of the workers compensation system
- And/or any other status protected by law

## Bullying

People work and learn best when they feel safe and respected. Bullying can be harmful words or actions that humiliate, degrade, demean, intimidate, and/or threaten a person or people. Bullying must not be part of the OHSU work or learning environment.

### Some examples of bullying include, but are not limited to:

- Providing feedback to other OHSU members by yelling, screaming or other ways to embarrass, threaten or demean them.
- Hurtful or shameful comments about how someone looks, their family, lifestyle, or culture.
- Physical, verbal, and/or written actions toward someone, which causes them to reasonably fear for their safety and/or the safety of others.
- Staying in someone's personal space after being asked to move or step away and violating someone's personal space through unwanted touch.
- Openly and unfairly excluding colleagues from group activities.
- Sabotaging or threatening to sabotage someone's career advancement, studies or work.
- Spreading malicious rumors about others.

It is very important that OHSU members are able to provide feedback, have meaningful and ordinary managerial, mentoring and educational relationships.

**Bullying is different from behavior which may be unpleasant or unsettling but is nevertheless appropriate for carrying out certain educational or employment-related responsibilities.**

### Bullying does not include:

- Providing appropriate critical feedback, including letting people know what the consequences may be for not addressing a concern.
- Classroom discussions of academic research or reasoned opinion on controversial topics.
- Critical feedback on the academic work of students, including advising a student of unsatisfactory academic work and the potential for course failure or dismissal from the program.
- Administrative actions such as performance reviews (including negative performance reviews), assigning work to employees, or other managerial decisions.



### Protected activities include:

- Opposing a practice that is unlawful or that you reasonably believe is unlawful.
- Making a good faith report or assisting someone with a report of unlawful activity, discrimination, harassment, or retaliation or of an alleged violation of the Code of Conduct or OHSU's policies and procedures.
- Serving as a witness or participating in an investigation, proceeding or hearing related to unlawful activity, discrimination, harassment, or retaliation or of an alleged violation of the Code of Conduct or OHSU's policies and procedures.
- Participating in OHSU's reasonable accommodation processes.

## Retaliation

Retaliation is a serious offense that can result in disciplinary action.

Retaliation is a negative action taken against an OHSU member because they reported a concern, took part in a protected activity or were part of an investigation.

### Some examples of retaliation include, but are not limited to:

- Being reprimanded for reporting unlawful actions in your department.
- Being demoted for seeking an accommodation for a disability or religious observance.
- Being disciplined by your supervisor for being a witness in an investigation into discrimination in your department.
- Being punished for reporting sexual harassment.

## Title IX of the Education Amendments of 1972 and Campus SaVE Act

OHSU follows Title IX (Title 9) of the Education Amendments of 1972 and the Campus Sexual Violence Elimination Act (Campus SaVE Act). We prohibit discriminating against people because of their sex or gender. This applies to sex and gender discrimination in education programs, activities, employment and admissions.

## Sexual harassment

Sexual harassment is unwelcome sexual advances, requests for sexual favors and other verbal or physical harassment related to sex.

Sexual harassment does not have to involve strictly sexual behavior. For example, repeated and offensive comments about women or any gender can be sexual harassment. People who harass others can be of any gender. They can be supervisors, colleagues, peers or even patients.

Teasing and offhand comments are not usually covered under sexual harassment rules, but they can have lasting emotional effects and be considered unprofessional behavior.

### Some examples of sexual harassment include, but are not limited to:

- Repeated jokes or comments about sexual acts or sexual orientation.
- Requests for sexual favors, whether stated or implied.
- Making work or learning opportunities dependent on sexual favors.
- Unwelcome sexual advances.
- Unwanted physical contact or touching.
- Unwanted or sexually explicit texts, photos or emails.
- Talking about sexual acts, fantasies or stories.



OHSU does not tolerate retaliation, which is an attempt to punish or “get back at” someone who reports a concern.



OHSU’s Title IX Coordinator is specially trained to address concerns around Title IX compliance. To contact OHSU’s Title IX Coordinator, Angela Fleischer, email [titleix@ohsu.edu](mailto:titleix@ohsu.edu) or call 503-494-5148 and press [6](#).











Learn more about prohibited sexual harassment in [OHSU’s Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).



Although someone’s personal experience of the conduct is important, by itself it may not be enough to be considered harassment under OHSU policy, but may be a violation of other policy. OHSU will consider the personal experiences of those involved in all aspects of response.

## Guide for responding to OHSU member concerns

-  Create space for receiving concerns by being open to understanding the issue.
-  Listen to understand what occurred and why the individual is concerned, whether they are concerned about you or someone else.
-  Explain what you are required to report from what they tell you. Offer them reporting and support resources, including confidential reporting options.
-  If their concerns relate to discrimination, harassment, or retaliation, make sure they know about the [Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#) and are provided a copy of the current policy by email. It is important to know your obligations under section 5 of the DHR Policy.
-  Follow up on the concern in a timely manner and take appropriate action. This could include providing information, support or a referral to another resource for further review, assistance or investigation.
-  Cooperate in any internal investigation. When it is appropriate, help decide on the appropriate action to correct the situation and help carry that action out.
-  Keep the individuals information private. Only discuss the incident with those who need to know, such as HR, Legal, OCIC, Student Affairs or Risk Management.
-  Make sure there are no further acts of misconduct or incidents of retaliation against anyone who has reported or participated in an investigation, raised a concern, requested an accommodation, or engaged in other protected activities.



If the individual is sharing concerns about discrimination or harassment, stop them before they mention a specific concern. Ask if they want to keep the concerns confidential. If they say yes, stop the conversation. Explain that you cannot keep it confidential, but OHSU has other people who can. Direct them to confidential support and reporting resources such as the [Ombuds](#), [Confidential Advocacy Program for students](#) or the [Confidential Advocacy Program for employees \(CAP-E\)](#), or a [Confidential Intake Specialist with the Office of Civil Rights Investigations and Compliance \(OCIC\)](#).



These expectations apply to all OHSU member Code of Conduct concerns brought to a leaders attention. If a member shares concerns with you, you are expected to take it seriously, listen respectfully and address or escalate it appropriately.

## Our responsibilities for addressing and preventing discriminatory misconduct and harassing behavior

### Be an active bystander and speak up for the OHSU community

- Be responsible for noticing and reporting discrimination, harassment, intimidation or bullying concerns.
- Speak up if you see someone offending another person or saying something offensive.
- If you are not comfortable telling someone they offended you, you have the option to make a formal complaint through the Integrity Helpline.

### Mandatory reporting

All OHSU Employees who are not Confidential Employees, are required to promptly report discriminatory or harassing behavior when they become aware of, or reasonably suspect an incident of discriminatory or harassing behavior involves an OHSU member. When making a mandatory report provide the following to the OHSU OCIC/Title IX Office through the [Integrity Helpline](#) or the [Internal Incident Report Form](#):

- Name
- Date
- Time
- Location
- Description of the incident
- Involved parties (to the extent known)
- Include notes of any conversations the OHSU member had with the individuals

If you have questions about your reporting obligations, please contact OCIC at [ocic@ohsu.edu](mailto:ocic@ohsu.edu) or 503-494-5148.

For information regarding the OHSU [Internal Incident Report Form](#) please refer to the [Integrity Helpline O2 page](#).



The Office of Civil Rights Investigations and Compliance (OCIC) investigates reports of discrimination, harassment and retaliation based on protected characteristics and activities.

Reports of discrimination, harassment and retaliation not based on protected characteristics or activities may be responded to by Human Resources (for employees) or Office of Student Affairs (for students) or other appropriate OHSU departments.



If an investigation finds that an OHSU member has engaged in conduct against the OHSU [Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#), or this section of the Code of Conduct, immediate and appropriate corrective action will be taken. Employees who have engaged in misconduct may face discipline up to and including termination. Students who have engaged in misconduct may face sanctions up to and including suspension or dismissal per the [Student Suspension, Dismissal and Appeal policy \(02-30-050\)](#). An investigation will allow the accused individual a full opportunity to share their experience, provide witnesses and evidence and address any evidence raised against them.

## Patient care

We are committed to providing compassionate, appropriate, high-quality and cost-effective health care. We are also committed to respecting the unique qualities, personal beliefs and culture of each person and their family. We provide health care in a way that considers and respects each person's culture and the way they think and feel about illness and treatment.

OHSU follows the [Patient's Bill of Rights](#) detailed by the federal government. We comply with the [Emergency Medical Treatment and Labor Act \(EMTALA\)](#) by conducting a thorough medical screening and providing stabilizing treatment to all individuals seeking emergency care or in labor, irrespective of their financial status or insurance coverage. Patients with emergency medical conditions are transferred only upon their request or when our facility lacks the capacity or resources to address their needs, ensuring that appropriate care is accessible at another facility. These transfers adhere strictly to both state and federal EMTALA regulations.



The U.S. Department of Health and Human Services has issued guidance on [Section 1557 of the Patient Protection and Affordable Care Act](#) that makes it unlawful for any health care provider that receives funding from the Federal government to discriminate, exclude people or treat them differently.

~~OHSU does not discriminate (exclude people or treat them differently) or harass people based on their protected characteristics, which include:~~

- Race
- Color
- ~~• Religion~~
- National origin
- ~~• Ethnicity~~
- Sex
- ~~• Sexual orientation~~
- ~~• Gender identity or expression~~
- ~~• Pregnancy~~  
(including pregnancy-related conditions)
- Age
- Disability  
(including physical or mental disability)
- ~~• Genetic information~~  
(including family medical history)
- ~~• Ancestry~~
- ~~• Marital or familial status~~
- ~~• Citizenship~~
- ~~• Service in the uniformed services~~  
(all as defined in federal or state law)
- ~~• Veteran status~~
- ~~• Expunged juvenile record~~
- ~~• And/or any other status protected by law~~

## Our responsibilities for patient care

- Treat people receiving care, and their families, with respect and dignity.
- Listen and respond to people's health care needs and the needs that their families and communities tell us. Make reasonable efforts to do things the way they prefer and honor their rights, culture, belief systems and preferred language.
- Help people receiving care and their families to communicate with us. OHSU offers free language interpretation and translation services, which are outlined in the following policies: [Interpreter Services Policy \(HC-LAN-107-INT-POL\)](#) and [Translation of Documents for Individuals with Limited English Proficiency Policy \(HC-PRM-137-POL\)](#).
- Maintain a safe patient care environment that is free from verbal, sexual, physical, emotional or mental abuse and other behaviors and situations that might prevent the best care.
- Step in to help in any situation where a patient, family member or visitor does something that is not allowed at OHSU. You can ask someone with more authority, like a supervisor or Public Safety, to help if you cannot help directly or do not want to.
- Help patients and families keep their belongings safe. Turn in any items found to Public Safety.
- Never ask for, hint about or accept offers of gifts, tips or loans from patients or their family members. If patients and family members insist on giving something, refer them to the OHSU Foundation so they may gift OHSU in a beneficial way.
- ~~Do not provide medical, nursing or other treatment to yourself or members of your immediate family except in emergencies.~~



### Important Patient Policies

- [Patient Rights and Responsibilities](#)
- [Patient Visitation Policy \(HC-PRM-109-POL\)](#)
- [Patient/Visitor Safety Assessment and Planning Policy \(HC-PRM-135-POL\)](#)
- [Requests for or Refusal of Healthcare Professionals or Other Personnel with Specific Characteristics Policy \(HC-PRM-133-POL\)](#)
- [Administrative Discharge of an Adult Inpatient Policy \(HC-CGM-105-POL\)](#)
- [Dismissing Patients from Clinic and/or MyChart due to Disruptive Behavior Policy \(HC-AMB-109-POL\)](#)
- [EMTALA \(Emergency Medical Treatment and Active Labor Act\) Obligations Policy \(HC-EDM-106-POL\)](#)
- [Patient Complaint-Grievance Management Process Policy \(HC-PRM-107-POL\)](#)



## Health and safety

Nothing is more important to us than making sure OHSU members, patients and everyone else at OHSU are safe. We must always be careful to use safe, appropriate and proven procedures and look out for the safety of others. We must look for health and safety risks and report any hazards we see.

### A culture of safety

Decreasing patient harm by reducing preventable medical events is a primary health care provider obligation. To reduce preventable patient harm, the Institute of Medicine and other regulatory agencies have urged health care organizations to create a “culture of safety” in which safety is the core value and highly reliable systems of care are the core strategy.

Creating a culture of safety requires that we constantly learn how and why preventable harm occurs and that we dedicate ourselves to continuously improving the systems in place to prevent harm. This includes active listening and providing guidance and support to team members and asking for help when needed. We are committed to achieving a “culture of safety” at OHSU by addressing all aspects of that culture, including creating an environment in which it is easy and desirable for anyone to report safety events.



For more information, please refer to the [Environmental Health and Safety](#) resources on O2.

Contact [ehs@ohsu.edu](mailto:ehs@ohsu.edu) for assistance with investigating work-related safety hazards posing risk of injury/illness to staff.



#### Our responsibilities for health and safety

- Take the needed steps to conduct your job or learning activities safely and protect other OHSU members, patients, visitors and the public.
- Learn about the safety standards and best ways of performing your duties and being in your work or learning environment.
- Make sure OHSU buildings, laboratory spaces, chemicals, drugs, equipment and products are used safely. Also make sure the policies and laws for their use are followed.
- Follow [OHSU's Workplace Violence Policy \(07-30-020\)](#), and do not threaten, intimidate anyone or engage in any form of violence.
- Do not have any firearms or other weapons on OHSU property. Refer to the [Weapons and Firearms Policy \(07-30-010\)](#).
- Expect contractors and third parties to follow OHSU safety requirements.
- Follow the [Tobacco-Free Environment Policy \(07-90-021\)](#).



## We embrace four components of a culture of safety at OHSU:



**Just culture:** We recognize that most mistakes come from system failures. We are committed to a non-punitive and transparent response to error reporting. We maintain individual accountability for actions in a manner that reflects overall patterns of behavior and performance.



**Reporting culture:** We continuously dedicate ourselves to promoting open reporting of errors. We commit to a response that is objective, timely and reliable and ensure that all members know where and how to report. There is no penalty for good faith reporting of a concern.



**Learning culture:** We develop highly reliable systems and teams by engaging in process improvement efforts, using internal and external sources to guide our learning and being transparent with OHSU members, patients and families. We are committed to creating diverse teams to enable learning that reflects the many needs and points of view from the communities we serve.



**Engaged and informed culture:** We are mindful and respectful of the ideas and perspectives of all OHSU members. We honor the courage of those who raise concerns and foster the development of trusting relationships that enhance our community. We provide the space and time needed for all OHSU members to voice input.



### Patient Safety Reporting

Report all patient or visitor safety concerns or other unsafe conditions to [Patient Safety Intelligence \(PSI\)](#). If there are concerns of violence by a patient, visitor or OHSU member, contact [Public Safety](#) immediately.

PSI provides an important mechanism for learning about unexpected events, obstacles encountered in the delivery of patient care and potentially unsafe conditions present in the environment or system. Reports are routed to the appropriate manager based on the type and location of the event and they will investigate, take appropriate action, and follow up with the reporter.

The patient safety team reads all reports to evaluate patient harm and preventability and manages the investigations for high harm events. In addition, the patient safety team analyzes the aggregate PSI data to assess risks and works with leaders across the organization to identify systems changes that may help to reduce those risks.

If you need to file a PSI report you can submit a report directly to the [PSI system](#) or through the [Safety and Support](#) section of O2 and in Epic through the references section.

**Our expectations to create a safe environment:**

- Hold ourselves individually accountable.
- Respond to events, errors and near misses in a thankful, transparent, consistent and timely manner.
- Raise concerns with team members in a respectful manner.
- Develop and cultivate highly reliable systems and teams.
- Actively seek out perspectives that are underrepresented in the process of designing, developing, and enhancing systems.
- Fulfill our obligation to safety and system learning by reporting safety risks.
- Learn from our mistakes and correct problems and inconsistencies as soon as possible.
- Be honest and transparent with OHSU members, patients and families about safety.
- Promptly report all patient safety incidents or concerns to [Patient Safety Intelligence \(PSI\) reporting system](#).

**Worker and Student Injury Reporting System (WSIRS)**

WSIRS is an online reporting tool designed to streamline the communication between an injured party, their supervisor or proctor and Risk Management for near miss incidents, injuries, exposures and conditions sustained during OHSU directed activities. Good faith use of WSIRS is a protected activity.

To make a WSIRS report visit [wsirs.ohsu.edu](https://wsirs.ohsu.edu).



If you have a concern about a decision, behavior or action that may be a possible safety risk (e.g. workarounds, breakdowns in team communication, non-standard practices), you are responsible for speaking up immediately. If you have a concern, notify your manager or report an issue to the [Integrity Helpline](#), [PSI](#) or [WSIRS](#) as appropriate.

# 4

# Our responsibilities to report and be accountable for our actions

## Problem solving

The diverse people and points of view at OHSU create great results when we work and learn together.

However, disagreement is normal in any work place or learning environment. Through respectful and clear communication, we are able to work and learn together through many challenges and disagreement.

### What can OHSU members do to resolve conflicts?

#### Talk with your colleague

Work directly with your colleagues to solve the problem.

#### Talk with a supervisor, a person in a leadership position or Student Affairs.

- Talk with a supervisor or person in authority if you cannot solve the problem with your colleague.
- The person you talk with may be a lead worker, supervisor, manager, department head, division director, program director or someone else in a leadership position.
- You can go to the supervisor or a person in a leadership position with your colleague or on your own.



Need help with a different workplace or learning environment problem? Please go to the [Problem Solving for OHSU Members](#) page on O2.



#### Talk with other resources that can help.

- You may also contact the Integrity Department, OCIC, or Human Resources directly for assistance.
- Talk to someone who is not involved in the situation (a third party). This may be a mentor, coach, mediator or facilitator.
- Other resources at OHSU include:
  - [Confidential Advocacy Program for employees \(CAP-E\)](#)
  - [Career and Workplace Enhancement Center-Manage Conflict](#)
  - [Spark Wellness](#)
  - [OHSU Ombuds Office](#)
  - [Confidential Advocacy Program for students](#)
  - [Student Support](#)

## Reporting concerns

OHSU fosters a culture of reporting a question or concern. When you speak up to clarify a policy or report questionable conduct, you are protecting your colleagues, the interests of patients, caregivers, students and learners and the reputation of OHSU.

Remember, an issue cannot be addressed unless it is reported. You can take action, such as giving information, directing the people involved on what to do, or having another party review the situation. You may be required to report concerns that you hear or notice.

### No penalty for reporting a concern

There is no penalty for good faith reporting of a concern. This is true no matter what type of concern you report or how you report it. OHSU believes reporting concerns honestly and in good faith (with the intent to improve OHSU rather than harm the other person) is positive. We take it seriously when someone says another person tried to retaliate or punish them for reporting a concern. If you believe someone tried to retaliate, punish or get back at you, you should report the concern immediately.



### The Integrity Helpline

The Integrity Helpline is OHSU's confidential and anonymous reporting system. It is the place for all OHSU members, patients, and visitors to raise concerns about misconduct or suspected violations of the Code of Conduct, our policies or the law.

Integrity Helpline reports remain confidential to the extent possible under OHSU policies. Information will only be shared on a need-to-know basis for investigatory purposes or as required by law.

The Integrity Helpline is available 24/7 and can be reached either by visiting [ohsu.edu/helpline](https://ohsu.edu/helpline) or calling 1-877-733-8313.

For more information and guidelines for reporting, visit the [Integrity Helpline](#) page on O2.



### Designated Reporter

All employees, except for Confidential Employees or individuals working in their professional capacity, are required to report instances of discrimination, harassment, retaliation, or sexual misconduct that they observe, are told about, or suspect. All designated reporters should report all concerns, including information such as names, dates, times, locations, and a description of the incident and involved parties to the [Integrity Helpline](#) or through the [Internal Incident Report Form](#).



**OHSU does not tolerate retaliation, which is an attempt to punish or “get back at” someone who reports a concern in good faith.**

## Resources



### OHSU Integrity Helpline

OHSU has a free, confidential and anonymous way to ask questions and report concerns, the Integrity Helpline. You may report concerns online or call a toll-free phone number 24 hours a day, seven days a week.

1-877-733-8313  
[ohsu.edu/helpline](https://ohsu.edu/helpline)

If you use the helpline to report a concern, you will receive a unique tracking reference code. You can use this code to provide additional information or answer questions for the case as needed. The code will make sure any new information links to your original report and allows you to stay anonymous if desired.



### Confidential community resources

**Crisis Text Line:** Text HOME to 741741 in the U.S.

**National Suicide Prevention Lifeline:** 800-273-8255

**National Sexual Assault Hotline:** 800-656-HOPE\*

**National Domestic Violence 24-hour hotline:**  
 800-799-7233 (for domestic violence survivors)\*

\*Can connect callers to local resources and providers.

Learn more at [OHSU Civil Rights Policies and Resources](#).



### Confidential resources at OHSU:

**Confidential Advocacy Program for Employees (CAP-E):**  
 call 503-494-5148 or email [CAP-E@ohsu.edu](mailto:CAP-E@ohsu.edu).

**Confidential Advocacy Program for Students (CAP):** 1-833-495-2277 or 503-494-3256, [cap-support@ohsu.edu](mailto:cap-support@ohsu.edu)

**OHSU Ombuds Office (for everyone):** 503-494-5397, [ombuds@ohsu.edu](mailto:ombuds@ohsu.edu)

**Employee Assistance Program (EAP) (for employees):**  
 Call 1-800-433-2320 or Text 503-890-1777

**Employee Mental Health Services (MHS):** call 503-494-5271, email [occhealth@ohsu.edu](mailto:occhealth@ohsu.edu), or [self-schedule on Enterprise Health](#).

**Student Health and Wellness:** 503-494-8665 or [ohsu.edu/student-health](https://ohsu.edu/student-health)

**School of Medicine Resident and Faculty Wellness Program:** Page clinician on duty at **10975** 7 days a week 9am-6pm, if after hours call the Spark Employee Assistance Program at 1-800-433-2320, or set up an initial meeting via email at [wellnessmeeting@ohsu.edu](mailto:wellnessmeeting@ohsu.edu). Access the [O2 page](#) for more information.

**OCIC Confidential Intake Specialist:** call 503-494-5148 or email [ocic@ohsu.edu](mailto:ocic@ohsu.edu)

Learn more at [ohsu.edu/confidential-support](https://ohsu.edu/confidential-support).

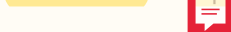


### Respect for All Guide and App

Reporting options and resources for anyone who experiences, witnesses or hears of prohibited bias, discrimination, harassment, sexual assault, sexual

misconduct or retaliation are available in the **Respect**

**All Guide** and **App**.



# Discipline and remediation (corrective measures) guidelines for employees

## Management rights, responsibilities, and expectations

OHSU managers set goals and objectives for our most valuable asset, our employees, as well as manage employees' performance to ensure desirable organizational results are achieved. Managers also have important responsibilities and expectations related to facilitating employee success and maintaining an optimal and productive work environment.

### Managerial responsibilities and rights include the following:

- Coaching, goal setting, training, and re-training direct reports.
- Hiring, promoting, transferring, evaluating, and disciplining employees.
- Deciding which positions are in the workforce, how work is organized, and how work is assigned.
- Establishing job-related standards, expectations, and guidelines, in compliance with regulatory requirements.
- Responding promptly and appropriately to employee concerns and complaints.
- Equitably interpret and apply policies and procedures, without discrimination based on protected characteristics or on the basis of non-work-related factors.

### Managers should provide employees with:

- A clear understanding of the job description and performance and productivity standards.
- Knowledge of applicable employment-related policies and procedures, such as those relating to attendance, leave, and civil rights.
- A safe and healthy work environment that encourages the reporting of concerns raised in good faith.
- Materials, system access, resources, department or job specific policies and procedures, and equipment needed to do the job.
- Direction on how to approach complex work, work problems and other matters that can impact individual and team productivity.
- Informal, timely, and behaviorally specific feedback, with reasonable expectations, in a friendly and respectful manner.
- An opportunity to correct behaviors and performance concerns through corrective action, dependent upon the seriousness of the conduct.



### Tips for managers

- Help the individual feel safe sharing their concerns and listen to understand the concerns shared.
- Share information about support resources with employees, students and learners. For example, make sure they know about the following programs at OHSU: [Confidential Advocacy Program for students](#), [Spark Wellness](#), [Confidential Advocacy Program for employees \(CAP-E\)](#) and [OHSU Ombuds Office](#).
- Refer to individual OHSU schools and programs [handbooks, policies and resources](#) available to students and [Graduate Medical Education](#) resources for learners across the university.
- Set a good example by admitting your own mistakes and correcting them.



## Discipline and remediation guide

The [Discipline and Remediation guide](#) is a tool to help managers evaluate and respond to employee performance concerns and workplace issues in a fair and equitable manner and to enhance transparency and the consistent applications of our expectations for employees. The guidelines are also intended to create transparency for employees across OHSU into the discipline and remediation processes related to expected attendance, conduct, and performance.

It is a priority for OHSU leadership that all disciplinary and remedial actions are thoroughly considered with an equity lens and incorporate OHSU's progressive discipline philosophy. For questions or more information about the Discipline and Remediation guide, contact the [Advice and Counsel Center \(ACC\)](#).



### Code of conduct and policy violations

When a manager considers corrective action for an employee, they should first consider:

- What was the nature and severity of the incident or infraction and potential ramifications.
- What was the root cause of the issue and the employee's responsibility of such cause.
- Did system-based or organizational-level factors contribute to the outcome.
- Would informal resolution, like coaching or training, be effective.
- How often the violation has occurred in recent months or years.
- The employee's overall record of performance and length of service.
- How similar past situations have been handled or are currently handled in other areas.
- Were there any mitigating or escalating circumstances that impacted the situation.

Employees may have options for filing a grievance in response to a disciplinary action, although such options vary based upon role and representation.

# 5

# Our academic and research responsibilities

# Our responsibilities for teaching and learning

## Educators are responsible for:

- Treating students and learners respectfully and communicating clearly with them.
- Creating learning environments that encourage respectful sharing of ideas and perspectives and support inquiry and reflection.
- Supporting our students and learners in becoming honest, compassionate, respectful, and ethical professionals.
- Supporting students and learners in working toward program and graduation outcomes.
- Abiding by legal and ethical guidelines in disclosing or accessing student or learner information.
- Ensuring accommodations are respectfully met.

## Students and learners are responsible for:

- Honoring the learning environment through active participation.
- Respecting our instructors, mentors, administrators, fellow colleagues and other OHSU members.
- Learning and practicing the ethical standards of honesty, compassion and care you will use in your profession.

# Academic and research standards

OHSU recognizes the power and importance of discovery for OHSU members, patients, and the larger community. To continue to perform the highest quality of research and to maintain research excellence, it is critical that we uphold our commitment to research integrity and maintain the highest standards for all research.

For our clinical research, we are committed to helping patients who take part in OHSU research stay informed and as healthy as possible while also supporting their families. We create and maintain an environment that provides privacy, security and comfort.

Academic integrity is an essential and professional virtue. Faculty, students and learners are expected to act with integrity when teaching, learning and conducting research. They are also expected to act with integrity toward each other, their patients, OHSU members and the professional community. Academic integrity includes creating original academic work, citing proper sources, including that of technologies if warranted, not plagiarizing, or taking credit for another person's ideas or work.

## Our teaching and learning philosophy

- OHSU aspires to be the destination for transformational learning allowing all who enter our doors to be the next generation of outstanding health care providers, health advocates, and scientists.
- As educators, students and learners, we value curiosity and the academic freedom to pursue knowledge wherever it may lead, without undue or unreasonable interference.
- We value keeping our promises, being honest in all our actions, and working earnestly to ensure every professional is prepared to do their job well.
- We believe educators, students and learners must be equally valued and respected. We are responsible for sharing information that is accurate and complete. We must continually work toward creating learning environments that foster inclusion and critical inquiry.



**OHSU does not tolerate acts of academic or research misconduct, such as plagiarism, falsifying research information, other scholarly work or making research results seem different than what the data shows.**

Learn more about [research misconduct](#).

Learn more about [academic policies](#):

- [Academic Policy](#)
- [OHSU Policy Manual, Chapter 2 - Student Affairs](#)



### Our responsibilities for research standards

- Be sure that every participant who takes part in clinical research goes through a meaningful consent process. The consent form should be written in terms that facilitate understanding. There are additional rules for participants who do not speak English and for children. Work with the Institutional Review Board for guidance.
- Go through the appropriate review and approval process for research projects, and share clear information about any financial interest in the project.
- Use an approved research plan (protocol). Follow the appropriate [Research Services policies](#) and procedures for review and approval of all research projects. If the research plan changes, have the changes approved before using them in the research project.
- Make sure research results are reported accurately, including everything that happened in the project and the report or publication shares all of the outcomes from the study without bias.
- Follow all of the requirements and rules for all grants and contracts.
- Properly record all research costs. Charge all costs to the appropriate accounts.



### Our responsibilities for academic standards

- As educators, we place a high value on intellectual curiosity, academic freedom, integrity and outstanding professional preparation.
- Individual schools and programs at OHSU maintain [student handbooks](#) that specify academic integrity policies.
- Understand and follow the [Conduct Relating to Students – Proscribed Conduct Policy \(02-30-010\)](#).

## Intellectual property

As a health and research institution, OHSU encourages all OHSU members to create and develop new technology and ideas. We are also committed to sharing what our experts create with people in the research and education communities outside OHSU. The things our experts create at OHSU are called “intellectual property,” because while they are sometimes physical things, they may also be ideas, concepts or plans.

Sharing intellectual property helps us learn even more, succeed further at what we do, and help the people and communities we serve. However, it needs to be shared in the appropriate way. We must make sure it is known that the technology or product was developed at OHSU and that OHSU has rights as an owner. For more information please refer to the [OHSU Intellectual Property and Royalty Distribution policy \(04-50-001\)](#).

As part of working at OHSU, all OHSU members have assigned to OHSU all right, title and interest to anything they create as part of their job (intellectual property) if they used OHSU time or equipment to do it. This means anything you created during your normal OHSU working hours or using OHSU equipment. It also means anything created using OHSU supplies, space (facilities) or restricted information.

## Export controls

Rules about sharing equipment, technology and data with citizens of other countries may restrict what you can send from OHSU. These rules may affect how you share data, even if you are in the United States. They may also affect who can have access to a lab or research database. Shipping or traveling internationally are also impacted by export control regulations.



### Our responsibilities for intellectual property

- Work with [OHSU Technology Transfer](#) to put in place proper research agreements when collaborating with industry or scientists at other institutions to protect intellectual property.
- Disclose promptly to OHSU Technology Transfer any and all new technology and intellectual property that is developed through research (as detailed in the [Intellectual Property and Royalty Distribution Policy \(04-50-001\)](#)).
- Fill out all the forms OHSU requires for intellectual property. This includes giving rights, title and interest in it to OHSU.
- Do not assign, license or otherwise dispose of any intellectual property owned by OHSU. Only authorized officials of OHSU may do this.



Research and technical data you share with a citizen of another country is considered an export to that country whether you are at OHSU or at a conference, meeting or other event. When traveling outside the U.S., take reasonable care to keep anyone from having unauthorized access to your laptop, tablet or other devices.

If you have any questions, contact the [Office of Export Controls](#).

# 6

# Protecting OHSU information and assets

# Keeping OHSU information secure and private

Information is one of OHSU's most valuable assets. Everyone at OHSU is responsible for protecting it. We work with three categories of information: public, private or sensitive, and restricted.

## 3 categories of information

See Data Classifications Policy [ISP-02](#).



### Public information

is information that is specifically intended for public audiences.

- General information on our educational programs
- Marketing materials that have been approved and published
- General information on health care services at OHSU
- Research publications
- Other information that is publicly available on our external website



### Restricted information

must be kept secure and confidential. Only authorized people can use and share it. People who store, access and send it must follow [Information Privacy and Security \(IPS\)](#) policies. Most OHSU computing systems fall under the restricted information category.

- Protected health information
- Student information, including educational records
- [Education records](#) subject to the Family Educational Rights and Privacy Act, also called FERPA
- Employee personal information
- Learner personal information
- Any other OHSU information that the OHSU Data Steward says is restricted



### Private or sensitive information

must be protected in a way that keeps it from being seen by people who should not see it. [Information Privacy and Security \(IPS\)](#) policies cover how private or sensitive information may be shared.

- Some types of research information
- Individual practice plans
- Communications and memos that are only for OHSU members, but do not contain restricted information



### Our responsibilities for OHSU information and assets

- Follow all OHSU policies on confidentiality, information privacy and security. These include, but are not limited to, [Confidentiality of OHSU Health Information Policy \(01-05-012\)](#), [Acceptable Use of Computing and Telecommunications Resources Policy \(11-20-010\)](#), and all other privacy and security policies on [O2](#) or in [MCN](#).
- Keep all OHSU restricted, private and sensitive Information safe. For example, be sure to keep certain research results and patients' and families' confidential information safe and private.
- Only access, use or share OHSU information as required to complete your work or study-related duties. Ask your manager or program director if you have questions about your duties.
- When sharing OHSU restricted information:
  - Use a secure (encrypted) way to send the information, such as a password-protected network or virtual private network.
  - Use an ohsu.edu email account or other OHSU-approved transmission tool.
  - Never forward OHSU restricted information to a personal email address or unapproved cloud storage.
- Do not discuss OHSU restricted, private or sensitive information in public areas including, but not limited to, public transportation, the tram, cafeterias and restaurants, etc.
- Report any unauthorized use or disclosure of OHSU restricted information to the [Information Privacy and Security Office](#), the [Integrity Helpline](#), or to your supervisor.
- You must keep OHSU information confidential even after you stop working or learning at OHSU.



### Our responsibilities for personal information

We have a legal and ethical responsibility to protect the private and confidential information of our employees, students, learners, volunteers, research subjects, patients and their families and other members of the OHSU community.

Only collect, use, and share personal information as required by your role. This includes student and learner information, protected health information, and research information. Refer to [Information Privacy and Security](#) and [Education Records](#) policies for details on how this information must be protected.



### Our responsibilities for computer and telecommunication resources

- Make sure that any minor (incidental) personal use of computers, phones or other resources does not keep you or others from completing work or learning duties.
- Do not use OHSU equipment and resources for personal or non-OHSU commercial (money making) purposes.
- Keep all OHSU-issued computers, phones, and electronic devices and equipment physically secure.
- Understand that computer and network equipment provided by OHSU is OHSU's property. You cannot expect that your activities and use of this equipment will be private.
- Meet OHSU standards of respect and integrity.
- For more information see the [Acceptable Use of Computing and Telecommunications Resources Policy \(11-20-010\)](#).





### Our responsibilities for protecting OHSU property

- Handle documents containing restricted and private or sensitive information carefully. Keep these documents properly secured, on and off OHSU property. This includes information stored on computer systems, removable storage media such as hard drives or disks, and physical papers.
- Make sure OHSU owned property is tagged or labeled appropriately. The tag or label should indicate whose property it is and where it belongs, such as to a research lab.
- Report signs of OHSU property being used incorrectly or stolen, or signs someone may plan to steal it. These may include:
  - OHSU property that is not kept in a secure place when not being used.
  - OHSU members allowing other people to borrow or use equipment without approval.
  - OHSU members sharing passwords or login information.
  - People in an OHSU area whom you do not know, and who do not have a badge or other proper identification.
  - Unusual use of areas with badge access, such as doors, elevators, and other areas designed to limit access to parts of OHSU. Unusual use includes, but is not limited to, an unknown person following you closely to get through a door, someone propping such doors open, and people sharing or switching OHSU badges.



Documents containing restricted or sensitive information shall be kept in their designated storage locations when not in use. Restricted and sensitive information are subject to security controls and can only be shared for valid purposes. Contact [Information Privacy and Security](#) if you need help determining whether certain information is restricted or sensitive.

Documents shall be destroyed in accordance with the [Records Retention and Destruction Policy \(07-90-010\)](#). They should never be destroyed in response to or in anticipation of an investigation, audit, claim, lawsuit or case hearing.

## Creating and maintaining records

The public, government authorities and others need to be able to rely on OHSU having complete, accurate records. We are committed to sharing information openly. We make full, accurate, timely and understandable disclosure on all aspects of our operations as required by local, state, or federal law or regulation. All of us contribute to the process of recording employee, student, learner or patient information, research results or maintaining business documents. OHSU members whose work includes preparing public, financial, or regulatory information, which will be shared, have a special responsibility in this area. Accurate and accessible information is essential within OHSU so that we can make good decisions.

As a public corporation of the State of Oregon, OHSU is subject to public records requests under Oregon Public Records Law. All OHSU public records requests are facilitated by the OHSU Public Records Coordinator, in the Office of Strategic Communications. They work closely with the OHSU Legal department to ensure adherence to [OHSU policy](#) and Oregon Public Records Law, especially as it relates to identification of records that are exempt from disclosure or require redaction.

In response to a request for public records, OHSU must disclose all public records responsive to the request unless an exemption applies to the record. Information subject to disclosure includes, but is not limited to, any information created or received by OHSU, whether paper, electronic or otherwise generated. Should a public records request be received for an Integrity Helpline report, or any other OHSU record, the Public Records Coordinator and the OHSU Legal department will work together to meet our obligations under the law while withholding records or information properly exempt from disclosure, under Oregon Public Records Law, prior to disclosing responsive records to the requester. The Public Records Coordinator will provide an advisory notice to current OHSU members at the time of disclosure when their name appears in the responsive records, providing an opportunity to ask questions or request additional information regarding the public records request.

## Records management

OHSU has policies for keeping and storing records. We follow proper procedures outlined in these policies to make sure our records are maintained, stored and destroyed when appropriate to meet our business needs and follow laws and regulations. Information can be found under [Records Retention and Archiving Questions](#) on O2.



### Our responsibilities for creating and maintaining records

- Make sure the information we record is accurate, complete and maintained in a manner that is consistent with and follows OHSU policies and procedures.
- Make sure everyone you supervise, including students and learners, understands and follows their responsibilities for keeping accurate and complete records.
- Always be accurate, complete and truthful when creating any OHSU record or submitting academic, clinical or financial documentation. When documenting something that is assumed but not proven, be clear that you are doing so.
- Avoid exaggeration, guessing, giving a legal opinion or including rude or negative comments about people and their motives.



Each of us is responsible for the information and records under our control and that apply to our roles. We must be ready to provide and describe the accuracy of the record when asked. It is also our responsibility to keep our records organized so they can be accessed when needed.

# 7

# Interacting with our community

## Communication with the public

OHSU needs a clear and consistent voice when providing information to the public and the media. For this reason, all public contacts and messages must go through OHSU's Strategic Communications office.

OHSU complies with the Oregon Code of Cooperation published by the Hospital Association of Oregon. This code is designed to facilitate accurate, ethical and timely news coverage of medical and other health-related events. It balances patients' right to privacy and well-being with the public's right to receive information.

## Volunteer and community outreach

OHSU maintains close working relationships with its neighbors and the community in general. Contact the Strategic Communications office about volunteer and community outreach activities that may interest other OHSU members or that OHSU might want to officially support.

## Guidelines for use of social media

At OHSU, we understand that social media lets us share information, opinions and more with people around the world. However, it also presents risks and responsibilities. Ultimately, you are the person responsible for what you post online. Before posting anything, consider the possible risks. Remember the saying: "The Internet is forever." This means that what you post may be permanent, and others can find and view it even many years from now. Anything you post may affect your work, school performance, other people or OHSU business.



### Our responsibilities for communicating with the public










- Only speak on behalf of OHSU if authorized to do so.
- Promptly direct all questions from the media to the [Strategic Communications office](#). This includes all questions on OHSU's activities, plans or position on public issues and any other questions.
- Inform Strategic Communications about the activities and accomplishments of the OHSU community. This allows us to share our success with the OHSU community and the public.
- Be sure you provide accurate information to Strategic Communications and representatives of the media. Be honest about your role and OHSU's role.
- Use OHSU's [Brand Manual](#) to make the most of information about our mission. Ask Strategic Communications for help if you are not sure how to use the guidelines.



### Our responsibilities for volunteer and community outreach

Ask Strategic Communications for help and guidance before representing OHSU in any volunteer activities or making a commitment for OHSU involvement.

**When using social media in connection with your role at OHSU:**

-  Get the approval of OHSU's Social Media department before creating any OHSU social media channels. Remember to follow OHSU and patient privacy guidelines. Violation of these policies could mean your account is temporarily or permanently closed. For more information, please visit the [guidelines for social media under Communications](#) on O2.
-  Only use OHSU logos, trademarks or copyrighted materials when you are specifically told you can do so. When you use them, be sure to follow OHSU's official [brand guidelines](#). If you are not sure something follows these guidelines, please ask.
-  Be careful to post only information that is true and accurate. Avoid posting rumors or anything you know that is false. If you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the internet saves (archives) almost everything. Even posts that you deleted may be brought back.
-  When you communicate online on topics related to your role or OHSU, make clear you are not speaking for OHSU. Identify yourself as a person in the community, not a spokesperson for OHSU. Consider adding a disclaimer to your personal accounts, for example, "Opinions are my own and not those of OHSU."
-  Keep OHSU intellectual property (ideas, research and more) confidential. Do not post or discuss knowledge, technology or anything else you know is being developed at OHSU. These things may be trade secrets, which need to be kept private until they are ready for the commercial market. Trade secrets may include information on the development of systems, processes, products, know-how and technology.  
  
Also keep non-publicly available information confidential. Do not publicly post or share information posted on the OHSU intranet.
-  Do not post confidential internal communications related to OHSU business. These may include, but are not limited to, internal reports, policies and procedures.
-  Do not post academic content, such as videos of lectures or students or learners being taught.
-  Know what your privacy settings are and who can access the content you post online. Remember to review these settings regularly.
-  Posting something that includes discriminatory remarks, harassment, bullying, intimidation, threats of violence or similar inappropriate or unlawful conduct may bring disciplinary action from OHSU, up to and including termination for employees or dismissal for students.

## Political involvement and related activities

OHSU recognizes that political involvement is an important part of the community. We support OHSU members' right to be involved in civic and community activities. As OHSU members, you are required by Oregon law to follow the restrictions outlined in this notice:



### Political activities

Oregon law and OHSU policies restrict the political activities of public employees while on the job during working hours. Political activity restrictions are detailed in the [Political and Public Activities and Candidates for Public Office Policy \(03-30-003\)](#) and [Relationships with Federal, State or Local Government Policy \(03-30-005\)](#). Policy defines "political activities" as activities that promote or oppose any political committee or any initiative, referendum or recall petition, measure or candidate.



### Our responsibilities for government advocacy and communication

- Any communication with executive, legislative or judicial branches of government, outside of what is required in the ordinary course of your role, must go through [OHSU's Government Relations department](#).
- OHSU does not engage in political activity and any questions about political activity should be directed to the [OHSU Legal Department](#) or [OHSU Government Relations](#).



### Attention all public employees

~~The restrictions imposed by the law of the State of Oregon on your political activities are that no public employee shall solicit any money, influence, service or other thing of value or otherwise promote or oppose any political committee or promote or oppose the nomination or election of a candidate, the gathering of signatures on an initiative, referendum or recall petition, the adoption of a measure or the recall of a public office holder while on the job during working hours. However, this section does not restrict the right of a public employee to express personal political views. It is therefore the policy of the state and of your public employer that you may engage in political activity except to the extent prohibited by state law when on the job during working hours.~~



# 8

# Working with our external business partners

# Vendor relationships and management

Our vendors and external business partners are an important part of OHSU's success. To create an environment where our vendors want to continue working with us, they must be confident that they will be treated fairly, that we will work with them in partnership to address challenges, and that we will follow standards for right and wrong behavior.

OHSU buys supplies and services from vendors based on need, quality, community benefit, service, price and terms and conditions. We select significant vendors and contractors through the appropriate and transparent procurement process, including informal and formal bidding processes. We believe in doing business with those who share our commitment to community as well as our high standards of ethical business conduct. OHSU does not keep prices at a set level (fix prices), divide geographic markets or make any agreement that may artificially raise the prices of OHSU services or otherwise block competition.

We must be sure to research our vendors and business partners. Specifically, we must know who they are, what they do and what they are doing for OHSU. They must understand that they are required to follow OHSU standards when they work with us, and to keep complete, accurate records.



## Our responsibilities when conducting business with our external business partners

- Respect and protect vendors' confidential information and information that they own.
- Make sure each contract has been properly reviewed, negotiated and signed by the appropriate [OHSU Contracting Unit](#). This will ensure that each contract has the proper legal language, and it is executed by an OHSU representative that holds contractual signature authority.
- Inform the public and our vendors about OHSU's services and responsibilities.
- Observe fair business practices that accurately reflect OHSU's skills and accreditations.

## Vendor diversity



We actively encourage, promote and support the use of small and diverse businesses in our supply chain through close collaboration with internal teams, external organizations and partners.



We support our local community and work to maintain a strong vendor base that reflects the diversity of the overall vendor community, including but not limited to business enterprises that are owned by individuals who identify as minority, women, veteran, or disabled.



We create partnerships with organizations and businesses that have practices in line with diversity, equity, inclusion, and belonging.



**During the formal process of choosing vendors:**

- Select services on the basis of quality, effectiveness, economy, community benefit and appropriateness. Choose vendors to meet needs we have identified, while also seeking to avoid unnecessary expense.
- Identify whether the vendor is part of the Disadvantaged Business Enterprise (DBE) program such as certain minority- or women-owned businesses.
- Require vendors to share their diversity, equity, inclusion, and belonging commitments, policies and practices as part of the selection process.
- Follow fair business practices in negotiating contracts before signing a contract or making a purchase from a vendor.
- Do not give or accept any bribes, kickbacks (where the vendor gives back part of your payment as a favor for giving them the business) or other improper payments. Federal and state laws specifically make it a crime for anyone to offer or accept a bribe, kickback or anything of value for referring patients or other business.

**If you are in a leadership position at OHSU:**

- Work with our vendors and other external business partners to make sure that they understand our standards for high performance in meeting standards of right and wrong (ethics) and following appropriate rules and procedures (compliance).
- Watch out for any signs that our vendors are violating applicable laws or regulations.
- Insist on honest accounting for time and materials and receiving the product OHSU paid for on time and meeting our standards.
- Be open about any situation that may appear to involve a conflict of interest (see Conflicts of Interest section).

When in doubt, contact OHSU's Contract Triage Analyst ([contract-triage@ohsu.edu](mailto:contract-triage@ohsu.edu)) or [Contracting Unit](#) to make sure each contract includes proper language and includes someone with the authority to sign a contract. Do this as early as possible when you need a contract negotiated by OHSU.

## Determining conflicts of interest

A conflict of interest happens when you have an interest that influences the decisions you make in your role at OHSU. For example, you might have a conflict of interest if you are involved in something that benefits a non-OHSU person or company. The decision may benefit you, a friend or relative or a vendor, but may not be in the best interest of OHSU.

It is impossible to describe every potential conflict, but the following are some examples.

### Business opportunities

As part of working at OHSU, all OHSU members have assigned to OHSU all right, title and interest to anything they create as part of their job (intellectual property) if they used OHSU time or equipment to do it. This means anything you created during your normal OHSU working hours or using OHSU equipment. It also means anything created using OHSU supplies, space (facilities) or restricted information. All OHSU members and the people who represent them, such as attorneys (their agents) should work with [OHSU Technology Transfer](#) before talking with any non-OHSU person or company about something created at OHSU. The OHSU [Collaborations and Entrepreneurship](#) department helps make sure people and companies outside OHSU can easily connect with the OHSU community.

### Outside activities

Activities you perform outside OHSU, such as consulting, being on the board of another organization or working at another job, can create a conflict of interest or conflict of commitment. For example, outside activities may get in the way of your ability to do your OHSU job or affect your role as a student.

### The non-OHSU activity could:

- Lead to sharing restricted or confidential information.
- Lead to sharing information on something created at OHSU.
- Have a negative effect on OHSU's reputation, if something negative happens and people know you work or study at OHSU.
- Give you a chance to make money from something that is not yours, such as restricted or confidential OHSU information or something created at OHSU that OHSU owns.
- Impact your physical health in order to perform your OHSU job or academic related duties and responsibilities safely and efficiently.

If you provide services to other people and companies that are similar to your role at OHSU, talk with your supervisor and use the [online Conflict of Interest system](#) to report the outside activity.



### You have a conflict of interest when:

- You are trying to form a business agreement or contract with a company that you also have a financial interest in.
- You are the direct supervisor for one of your relatives.
- You have influence over the pay, benefits, career progression or performance of a relative.



### Our responsibilities for conflicts of interest

- Avoid conflicts of interest whenever possible.
- Make decisions that are in the best interest of OHSU.
- Talk to your supervisor or the [Conflict of Interest Office](#) if you think you might have a conflict of interest. Tell them the details of any situation you are involved in, and ask if your non-OHSU interests could be in conflict with OHSU interests.
- Ask about possible conflicts of interest before they become a problem. Be completely honest about situations that might cause a conflict of interest.
- Regularly consider if you might have a new conflict of interest or possible conflict. If you have income or benefits from non-OHSU companies, check to make sure you do not have a conflict of interest with OHSU. Disclose any possible new conflicts and non-OHSU sources of income with your supervisor and update your [Conflict of Interest](#) disclosure.

### Significant financial interests

When OHSU members receive money from another business or company, there can be a possible conflict of interest. For example, you might have the opportunity to make or receive money from an organization that does business with OHSU, wants to or competes for business with OHSU. If so, you are required to talk with your supervisor about this potential conflict. You may not be included in OHSU's decisions about that business, because you could appear to be influenced by the desire to make money from the business relationship, whether it benefits OHSU or not.

You must also share any financial interests related to research or patient care. For example, if you own stock in a drug company, you must record this possible conflict of interest in the online [Conflict of Interest system](#).

### Family members

Employees may not hire relatives or put them in certain job positions without the approval of Human Resources and their supervisor. This situation could create a conflict of interest. Please read [Employment of Family Members Policy \(03-05-040\)](#), for more information.

## Recognizing and managing gifts and entertainment

OHSU depends on major gifts and donations to support our mission and growth. However, gifts may only be made to OHSU as an organization. They must also be given in ways that follow laws and rules.

OHSU must be careful to avoid any situations that may look like the gift giver will receive an unfair advantage. This is particularly important when vendors make gifts to OHSU. The people who choose OHSU vendors and those who raise funds for OHSU should have only a business relationship, not a personal one. This helps avoid situations where it appears that OHSU chose a vendor because the vendor gives gifts or provides benefits to OHSU.



For more information, please refer to the [Conflict of Interest manual](#), [Disclosure requirements](#), [Acceptability Criteria for Outside Activities](#), and more information on how potential conflicts of interest may affect you.



**Situations involving gifts can be complicated, but for us one principle is always clear:**

We do not offer, ask for (solicit) or accept gifts or entertainment that may appear to influence OHSU decisions or that may actually influence what OHSU does.

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# Our responsibilities to the law: Working with federal, state and local authorities

# Communicating and cooperating with regulators and investigations

OHSU is entitled to all the safeguards provided by law. At the same time, we will cooperate with lawful, reasonable requests for information about what we do from federal, state and local authorities.

## Government contracting

OHSU does business with governments and organizations managed by the government. Our policy is to fully obey all the laws and rules that apply to doing business with government entities.

OHSU leaders who supervise work with governments and organizations managed by the government must always be aware of the latest rules and OHSU requirements that apply to their work.

### Gifts and entertainment of government representatives

Extra care is important when dealing with government officials. There are federal and state laws about ethics and lobbying. These laws describe how we are allowed to interact with government officials and their staff. Never offer any gift or other benefit, such as entertainment, to a government official.

Reasons why gifts are prohibited:

- It could be thought of as affecting business decisions they make about OHSU.
- It could be thought of as giving OHSU an unfair advantage with the government.

### Kickbacks and inducements

The Federal Anti-Kickback Statute and various similar state laws prohibit giving, getting, offering or asking for anything of value to get a patient to receive care or someone to send business to OHSU. You must examine all relationships and arrangements with people and businesses who might refer patients to OHSU or want us to choose their products. You must be certain no money or favors are exchanged for sending patients to OHSU or using products. Health care departments should avoid giving discounts or allowing people to see a health care provider without paying the usual charges, such as a copayment, without talking with the Clinical Integrity, Revenue Cycle or Patient Relations departments first.



### Individuals working for OHSU on government projects:

- Must obey OHSU standards in their work.
- Must follow their OHSU government project contract (contractual obligations).
- Must keep complete, accurate records of their work.



### Our responsibilities to the law

- Fulfill your work-related responsibilities in a manner that is compliant with applicable laws and regulations.
- Respond to inquiries from enforcement authorities (regulators) or government authorities that you may receive during the course of your role. Respond by stating that OHSU intends to cooperate but that the matter must first be discussed with the [OHSU Legal Department](#).
- Take prompt action to preserve documents that may be relevant when we are told about an external investigation or lawsuit. The appropriate OHSU member or department will let you know if you need to do anything to assist.
- Stay informed about new requirements that may affect your area.

Laws and regulations may be complicated and difficult to understand. Be sure to discuss any questions you have with your supervisor, contact the [OHSU Legal Department](#), or both.

## Anti-corruption and bribery

The U.S. Foreign Corrupt Practices Act, the laws of the European Union and the laws of most countries in which we operate have laws against bribing foreign officials. Many countries also have laws that address bribes paid to private individuals.

The laws against corruption and bribery are complicated. OHSU members should be aware of the laws and ask questions if they are not sure exactly what to do. If you have questions, contact your supervisor, Academic Program (for students) or the OHSU Legal Department.



You must immediately report any suspicious activity or demands by any government official, like inappropriate payment requests or threats if you don't do what they want. Report this to the [OHSU Legal Department](#) or the [Integrity Helpline](#).



### Our responsibilities when dealing with government and regulatory agencies.

- Never offer, provide, promise to offer or authorize payment of money or any valuable item to get business or influence a business decision.
- Never make payments that are intended to affect a foreign official's or government decision.
- Remember that the phrase "foreign or government official" means more than politicians and civil servants. It also means officials of state-owned or controlled commercial businesses, representatives of public international organizations, employees of public universities and research institutes, people running for elected office in their country, political parties and party officials.
- OHSU can still be responsible for breaking the law even if someone else pays a bribe. Be aware of common warning signs when dealing with foreign or government officials and third parties including:
  - Large sums of money paid to third-party agents or consultants.
  - Unreasonably large discounts to third-party distributors.
  - Third-party "consulting agreements" that do not include a clear, detailed description of the services provided and include only vaguely described service.
  - Third party consultants who do a different type of work than what they are being paid for.
  - Third parties who are related to a foreign or government official or closely associated with them.
  - The foreign official specifically asked for the third party to be involved in OHSU's business with the country.
  - The third party is not a real company, just a company name registered outside the U.S. and the country doing business (offshore jurisdiction).
  - The third party asks us to make payments to offshore bank accounts (outside the U.S. and the country doing business with OHSU).

Contact the [Integrity Department](#) or [OHSU Legal Department](#) if you become aware of any unethical conduct.

## Fraud, waste and abuse prevention and the False Claims Act

OHSU is responsible for the appropriate management of the money and other resources it receives from the government for patient care, research and education. OHSU takes fraud, waste and abuse seriously. We follow all laws and regulations that are designed to prevent and find fraud, waste and abuse in government programs.

OHSU is committed to submitting claims that are accurate and truthful. OHSU has many policies and procedures designed to prevent improper or erroneous billing to government benefit programs. Clinical Integrity and other staff in all missions regularly review charges and claims submitted to the government to ensure accuracy.

One of the main differences between fraud, waste and abuse is intent and knowledge. Fraud requires intent to receive payment dishonestly and the knowledge that the actions are wrong. Waste and abuse may also involve receiving an improper payment or creating an unnecessary cost, but it is not done with the same intent and knowledge.

### The False Claims Act “whistle blower” or “qui tam” provisions

A U.S. law called the False Claims Act allows people to sue in the name of the government for violations of the Act. The government may or may not choose to investigate what is told to them. If it does not act, the person who filed the suit has the right to sue without the government being involved. If a false claim was filed and the organization must pay the money back, then the person who filed the suit may receive part of it because they shared information about a false claim.

If you are concerned about a specific claim, you have many options for bringing this to the attention of OHSU. The False Claims Act does not require you to report your concerns to OHSU first. However, OHSU asks that you tell us if you suspect false claims are being made. This will allow us to review the information, investigate, fully understand and correct the situation promptly and appropriately.

Contact the [Clinical Integrity Department](#), the [OHSU Legal Department](#) or file an [Integrity Helpline](#) report you have any questions or concerns about false claims.



Report fraud, waste, and abuse immediately to the [Integrity Helpline](#) (1-877-733-8313 or [ohsu.edu/helpline](#)). You will not face a penalty or negative consequences for honestly reporting suspected fraud, waste or abuse.



It is against federal and state law to punish, discipline, discriminate against (treat differently) or retaliate (create negative consequences) against someone because they report or share information on false claims. It is also against the law to treat them in these ways if they start a process of action to investigate false claims.

If you believe you have faced illegal discipline, discrimination (different treatment) or retaliation (negative consequences), you may file a complaint with the [Integrity Helpline](#) or the [Oregon Bureau of Labor and Industries](#).



### Our responsibilities for preventing fraud, waste and abuse

- Only bill for services that were actually provided to the patient or the costs you are allowed to bill for based on what was done. Make sure all codes are accurate and all financial reports, technical reports and bills sent to the government and other organizations are accurately documented.
- Never do anything illegal or inappropriate that could lead to a false claim for payment. Illegal and inappropriate practices may include but are not limited to:
  - Making a patient's diagnosis seem different than it is in order to charge for more expensive services or more services.
  - Billing separately for services that should be billed together in order to get more money for each service.
  - Billing for care that the patient did not really need.
  - Charging costs to a grant that the grant is not allowed to pay for.
  - Agreeing or signing your name to a statement about someone's effort when you know it is not true.
  - Charging things to a grant fund for the specific purpose of spending all the grant money ("spending it out").
- All bills should be based on what is documented about the services and supplies provided. There should always be documents to back up the reason for the bill. Follow all policies related to billing and documentation.
- Never submit a false claim for payment. The Federal False Claims Act prohibits knowingly submitting a false claim to a federal payer for reimbursement.
- Vendors and Business partners are required to notify us immediately if they have been excluded or debarred (prevented) from participating in federal health care programs for any items or services they furnish, order or prescribe.

## Insider trading

During our work for OHSU, we may hear information about publicly traded companies. It is important to know that we are prohibited from trading in shares of stock or bonds, or passing information on to other people (this is called "tipping") who trade shares of stock or bonds based on what we told them. Trading stocks or bonds based on information that is not publicly available to ordinary investors is called "insider trading." Refer to the [OHSU Board of Directors Insider Trading Policy \(2003-09-12\)](#) for more information.



### Our responsibilities for insider trading

- Do not buy or sell securities (shares of stock, bonds) of any company on the basis of information that is not available to the general public.
- Be especially careful what you say or write when you respond to requests for restricted information, even from OHSU's business partners, strategic alliances or other vendors. Even casual conversation could be viewed as "tipping" of inside information.



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# Code of conduct and you

## Code of conduct and you

Our Code of Conduct provides a framework to guide us in making ethical decisions and acting with integrity when interacting with and supporting our coworkers, students, learners, patients and broader community.

### As an OHSU member, it is your responsibility to:

- Read, understand and follow the Code and other OHSU policies and procedures.
- Abide by the principles of the Code.
- Ask questions regarding the contents of the Code and understand how the contents relate to your role at OHSU.
- Seek guidance from your manager, academic program, the Legal or Integrity departments, or other relevant subject matter experts to ensure you have a well rounded perspective.
- Carefully consider your decisions and the potential impact on OHSU members, patients, visitors, and the communities we serve.

Effective communication of the OHSU Integrity Program across all levels of the organization is crucial. Integrity is a shared responsibility, and each of us plays a role in upholding its principles.

By fostering a culture of open communication and collaboration, we can ensure that our Integrity Program is well-understood and effectively implemented throughout OHSU.



The Integrity Department welcomes constructive input regarding the Integrity Program and the Code of Conduct. If you have any comments, suggestions, or questions, please submit them to the Integrity Department. Your feedback is valuable in helping us continuously improve and strengthen our compliance efforts.

### Contact the Integrity Department:

**Phone:** 503-494-8849

**Email:** [integrity@ohsu.edu](mailto:integrity@ohsu.edu)

Raise a concern: [ohsu.edu/helpline](https://ohsu.edu/helpline)

# 11 Glossary

# Glossary

## Abuse

Pertaining to Fraud, Waste and Abuse, abuse is defined as actions that can cost government programs money unnecessarily. Abuse usually means billing for items or services when the patient and health care provider should not, by law, receive them. Abuse is different from fraud because the provider did not intend to deceive the program in order to get the higher payment.

For more information review the [OHSU Integrity Booster, Fraud, Waste and Abuse O2 page](#).

## Anti-racist institution

“An antiracist institution is an institution that creates policies, practices, and procedures to actively promote racial equity and justice.” (Kendi, Ibram X. How to be an antiracist. One world, 2019)

Learn more in [OHSU's Institutional Anti-Racism Guidebook](#).

## Bullying

Bullying can be harmful words or actions that humiliate, degrade, demean, intimidate, and/or threaten a person or people.

Learn more in [OHSU's Prohibition on Bullying Policy \(03-05-606\)](#).



## Discrimination

Discrimination is when someone treats people in unfair or harmful ways because they belong to, or appear to belong to, a protected group or characteristic. Discrimination can be any behavior that affects employment, education or treatment or that creates a hostile environment. (OHSU Office of Civil Rights Investigations and Compliance)

Learn more in OHSU's [Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Discriminatory misconduct

Conduct that includes Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Sexual Assault, Domestic Violence, Dating Violence, Stalking, and Sexual Exploitation, and Retaliation.

Learn more in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Fraud

Lying about something or making it appear different than it really is, on purpose in order to gain something by deception. Fraud is intentional and results in a dishonest profit or benefit for the person, company or other organization that commits the fraud. Medicare defines fraud as “knowingly and willfully executing (doing), or attempting to execute, a scheme or artifice (fakery) to defraud (steal from) any health care benefit program.” This definition is supported by a U.S. law called the Health Care Fraud Statute (18 U.S.C. § 1347). This law makes fraud a criminal offense.

For more information review the [OHSU Integrity Booster, Fraud, Waste and Abuse O2 page](#).

## Harassment

Harassment is a form of discrimination that targets a person or a group of people. Harassment can be verbal, visual, physical or any other type of behavior that intimidates, threatens or creates a hostile environment.

Learn more in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Hostile Environment

A hostile work or learning environment is one where there are frequent or severe events of prohibited behavior. The behavior may be verbal, non-verbal or physical. An employer, teacher, co-worker, vendor or fellow student can create a hostile environment. For more information refer to [OCIC Civil Rights Policies and Resources](#).

## Insider Trading

OHSU bonds and other obligations issued under or pursuant to its Master Trust Indenture (“OHSU Bonds”) are securities for purposes of the application of Insider Trading Laws (the Insider Trading and Securities Fraud Enforcement Act of 1988). [OHSU Board of Directors Insider Trading Policy](#) sets out restrictions on the trading of OHSU Bonds by OHSU Directors, officers and employees of OHSU.

## Integrity

To commit to a set of values and principles and consistently acting in an ethical and honest way.

## Learner

A person who is enrolled as a student in an academic program leading to a certificate or degree or who is a participant in a training program.

## Microaggression

Commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory racial slights. These messages may be sent verbally, (“You speak good English”), non-verbally (clutching one’s purse more tightly around people from certain race/ethnicity) or environmentally (symbols like the confederate flag or using Native American mascots). Such communications are usually outside the level of conscious awareness of perpetrators.

Learn more in [OHSU’s Inclusive Language Guide](#).

## Political activities

Activities for or against (promoting or opposing) any political committee or any initiative, referendum or recall petition, measure or candidate. Political activities do not include activities for or against (promoting or opposing) proposed legislation that may become law, unless the proposed legislation is one that results in a referral to an election.

Learn more in OHSU’s [Political and Public Activities and Candidates for Public Office \(03-30-003\)](#) and [Relationships with Federal, State or Local Government \(03-30-005\)](#) policies.

## Protected Health Information (PHI)

Individually identifiable health information, including demographic data, which either identifies the individual or for which there is a reasonable basis to believe such information can be used to identify the individual and relates to:

- (1) the individual’s past, present, or future physical or mental health or condition;
- (2) the provision of health care to the individual; or
- (3) the past, present, or future payment for the provisions of health care to the individual.

PHI does not include employment records that are maintained by OHSU as an employer or education and other records subject to, or defined in, the Family Educational Rights and Privacy Act.

## Racism

A system of inequality in which discrimination on the basis of race is institutionalized.

For more information review the [OHSU Institutional Anti-Racism Guidebook](#).

## Restricted Information

Includes all information that OHSU has a contractual, legal, or regulatory obligation to safeguard in a specified manner. In some cases, a breach or loss of this data would require OHSU to notify the affected individual(s) or regulatory authorities. Restricted Information must be protected against unauthorized disclosure or modification and should only be used as necessary for business purposes. For more information, see [ISP-02, Data Classifications](#) for details.

## Retaliation

Retaliation is a serious offense that can result in disciplinary action.

Retaliation is a negative action taken against an OHSU member because they reported a concern, took part in a protected activity or were part of an investigation. (OHSU Office of Civil Rights Investigations and Compliance)

Learn more in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Student

An individual formally admitted and matriculated into an OHSU or joint OHSU/partner institution academic degree or certificate program; or an individual registered and currently enrolled in an OHSU academic course.

## Waste

The Centers for Medicare and Medicaid (CMS) defines "waste" as practices that are not needed and cost Medicare money that did not need to be spent. Waste is generally not considered criminal, but it is a misuse of resources.

For more information review the [OHSU Integrity Booster, Fraud, Waste and Abuse O2 page](#).





NEW FINAL DRAFT



# Code of Conduct

Revised 2024

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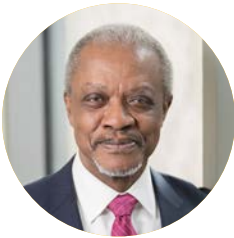


### Accessibility Note

This document has been formatted to meet accessibility standards. For best performance in a digital format, we recommend downloading the document as a PDF and using the Adobe read aloud feature.

If you would like to request this document in an alternate format, please contact the Employee Leaves and Accommodations office at [ela@ohsu.edu](mailto:ela@ohsu.edu) or 503-494-8060, the Office for Student Access at [studentaccess@ohsu.edu](mailto:studentaccess@ohsu.edu) or 503-494-0082, or OHSU Integrity Office at [integrity@ohsu.edu](mailto:integrity@ohsu.edu) or 503-494-8849.

# 1 Introduction



Dear OHSU Community,

At Oregon Health & Science University, we pride ourselves on improving the health and well-being of people in Oregon and beyond.

As an organization, we follow many laws, regulations and professional standards. But most importantly, we not only want to model best practices in education, research and patient care, but also to lead in identifying opportunities for improvement.

In that light, OHSU is committed to continuously reviewing our policies and practices to ensure they are as inclusive, effective and equitable as possible.

This edition of the Code of Conduct (“Code”) affirms the values that matter most to our community, from employees, learners and students to vendors, volunteers and visitors. The Code outlines the principles, expectations, rights and responsibilities to help everyone be as successful as possible in their working, learning and healing environments.

To fulfill our mission, we must embrace a culture that includes everyone, and honors people’s individual lived experiences and identities. Misconduct, including discrimination, harassment, violence, sexual misconduct, retaliation, bullying and intimidation cannot be tolerated at OHSU.

Please join me in carefully reviewing this Code, following its standards and bringing the highest level of integrity to all that you do for OHSU.

Sincerely yours,

A handwritten signature in black ink that reads "Danny Jacobs". The signature is written in a cursive, flowing style.

**Danny Jacobs, M.D., M.P.H., FACS**  
OHSU President

# The OHSU community

This Code of Conduct<sup>1</sup> provides the guidelines and expectations for all those working, learning, and conducting business at OHSU.

It has been approved by the OHSU Board of Directors and adopted as policy. All OHSU members are held to its standards. As with other OHSU policies, adherence to these standards ensures effective, efficient operations that enable us to achieve our mission.

## A vision for the future

Our vision is to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of Oregonians and beyond.

OHSU's focus on healing, teaching and discovery — combined with our deep history in Oregon — is unique. We are the state's only academic health center and one of the only universities in the U.S. devoted exclusively to educating doctors, dentists, nurses, pharmacists and public health professionals. We not only treat the most complex health needs in the region, we make discoveries that save lives and we train leaders to address the societal issues that impede health.

## OHSU's mission

As part of its multifaceted public mission, OHSU strives for excellence in education, research and scholarship, clinical practice and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative and cooperation among students, faculty and staff.

### The Code of Conduct applies to all OHSU members, which includes:

- Members of the OHSU Board of Directors
- Employees
- Students and trainees
- Volunteers
- Visiting faculty, researchers and health care practitioners
- Contractors and vendors, while doing business with OHSU
- Others who work for or on behalf of OHSU

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<sup>1</sup> While OHSU has attempted to be as clear as possible in this Code of Conduct, questions may arise, and OHSU retains discretion over the application, interpretation, or the intent of the Code. Likewise, OHSU may change, amend, or modify this Code of Conduct from time to time and will notify members of any significant changes that affect them.

## Accountability

The Code details the fundamental principles and framework for action within our organization. It states our expectations and responsibilities, which support our culture of acting with integrity. We value safety and transparency and support OHSU members who act in the prevention, detection and resolution of ethical and integrity issues.

Promptly report concerns about possible violations of laws, regulations, OHSU policies and this Code, without fear of retaliation, especially from those in positions of power and influence. Under no circumstances will retaliatory behavior be tolerated. This is something OHSU takes very seriously and will hold people accountable for their actions.

Making the right decision is not always easy. There will be times when you will be under pressure or unsure of what to do. Always remember when you have a tough choice to make that you are not alone. Your colleagues, classmates, and the resources cited throughout this Code are available to help.

For more information on reporting and retaliation, refer to section 4, Our responsibilities to report and be accountable for our actions.



OHSU has many policies that provide guidance for almost every aspect of OHSU's operations and services.

The Code of Conduct provides an accessible overview of some key policies and definitions that everyone working or learning at OHSU should know and understand. Please refer to individual policies referenced in the Code for more information.

As a reminder, policy information can be found on the [OHSU Policies](#) page on O2 and OHSU members should always follow specific policy language and guidance that supports your role at OHSU.



# 2

# Expectations and guidance for everyone

# Culture of integrity

What is integrity? Integrity means we do what we say we will do and keep our promises. OHSU is committed to integrity in everything we do. We call this having a “culture of integrity.”



A culture of integrity at OHSU includes reviewing how we do things and finding ways to do them better.

## Expectations

All OHSU members are expected to meet and uphold the following responsibilities:<sup>1</sup>



### Be familiar with and follow the Code of Conduct and OHSU policies.

- Avoid rude, violent, or inappropriate behavior.
- Never use your authority or job position to take advantage of someone else or to harm others.
- Honor people’s privacy, space, belongings, and right to be treated fairly.
- Follow the Code of Conduct when you work with OHSU’s partners, such as other clinics or hospitals.
- Be aware of how your relationships, both personal and professional, can affect your role and decision making at OHSU.



### Meet the standards of your profession or academic program.

- Understand and abide by OHSU policies and maintain knowledge of state, federal, and local laws or regulations that may impact your role.
- Meet the ethical and professional standards of your role, such as the code of ethics applicable to your profession.
- Keep your licenses, certifications and other qualifications required for your role up to date.
- Complete your required trainings on time.



### Create and uphold a culture of integrity.

- Be honest in your words and actions.
- Speak up and report instances of potential OHSU policy violations. Support and encourage others to speak up if something doesn’t seem right.
- Report problems if you notice them. If you want to try to solve a problem, focus on communicating honestly, talking openly and looking for ways to improve things.
- If you are part of a review, investigation, or audit, tell the whole truth by providing all of the information.



### Promote high quality working, learning and healing environments.

- Treat all patients, families, visitors and OHSU members with respect.
- Be productive, work effectively and efficiently to the best of your skills and capabilities.
- Maintain a culture that values diversity, equity, inclusion and belonging in all university functions and services.
- Utilize direct and open communication between colleagues, coworkers or classmates to problem solve and build trust.
- Be open to feedback and take responsibility for your actions and behaviors.

<sup>1</sup> OHSU members include: Members of the OHSU Board of Directors; Employees; Students and trainees; Volunteers; Visiting faculty, researchers, and healthcare practitioners; Contractors and vendors, while doing business with OHSU; or Others who work for or act on behalf of OHSU.

## Diversity, equity, inclusion and belonging

Diversity, equity, inclusion and belonging (DEIB) are priorities at OHSU. They are crucial to our core mission of healing, teaching and discovery. Our commitment to DEIB is an evergreen and is the responsibility every member of the OHSU community makes to our employees, our patients, our physicians and faculty, our students and learners, and our partners across the community that we care for. Embracing this responsibility is part of what makes OHSU a world-class institution that leads in patient care, research and discovery, and teaching.

In order to provide the best care for our patients and promote healthy work culture and learning environments for OHSU members, it is important that we all work toward understanding what is at the foundation of equality, thriving, and belonging for all people.

Creating a unified culture requires effort from every single individual at OHSU. We all have a part to play and it begins with self-reflection on how we have impacted those around us, learning more about each other, and taking clear actions to build a more inclusive and welcoming environment for each other.



Each group is a piece of the whole, and we cannot have a true culture of diversity, equity, inclusion and belonging if we ignore or minimize the importance of any group.

For the latest information on OHSU's diversity, equity, inclusion and belonging activities, please visit the [Diversity, Equity, Inclusion and Belonging](#) pages on O2.



**Diversity** is all the ways we differ from each other. Visible characteristics (e.g. race, ethnicity, gender) are often the focus of diversity. In addition to visible diversity characteristics, there are many other ways we can differ from each other (e.g. sexual orientation, gender expression and identity, age, religion, disability status, citizenship, socioeconomic status) that impact how we experience and interact with the world around us.



**Inclusion** is how we bring all of our differences together with respect.



**Belonging** is the feeling we have when we actively want to bring our full selves to OHSU because we sense that our uniqueness is valued and embraced by both our colleagues, classmates, our leaders, and our institution.



**Equity** is the process of enabling cultural transformation by eliminating existing barriers and proactively considering the needs of everyone in our OHSU community to ensure access and opportunities for all.

## Creating a sense of belonging at OHSU

OHSU is one of the largest and most diverse institutions in Oregon. We value our diverse members from different races and ethnic groups, belief systems, abilities, and identities. We are committed to creating opportunities for everyone to do well and giving each person the help they need to be successful.

As part of our dedication to our diverse community and the diversity of the communities we serve, OHSU is on a journey to become an anti-racist organization. As part of this journey we must all review how we do things and find ways to do them better, including addressing racism and oppression on individual and institutional levels.

We are strongly against being hostile or insensitive through words or actions that make members of any group feel less valuable or important. We expect OHSU members to create and maintain working, learning and healing environments that do not intentionally, or unintentionally, exclude people. This commitment includes recognizing, avoiding and reporting discrimination, harassment, bullying and retaliation.

### Some ways to show we respect and value one another are by:

- Learning about the experiences of people whose backgrounds are different from our own.
- Valuing and respecting different worldviews, viewpoints and behaviors.
- Being curious and listening with the goal of understanding.
- Using each person's name and words they use, including words that stand for someone's name (pronouns) such as she, he, they, or ze.
- Being careful about the words we use. Being familiar with the [OHSU Inclusive Language Guide](#) and following it.
- Using language and interpretation services if someone needs them.
- Making sure any materials given out or displayed include different people and members of different groups. Check that documents are culturally sensitive and can be read and understood by anyone.
- Recognizing that all OHSU members have unique advantages or barriers.



### Institutional racism

Is defined as the policies, procedures, and practices that operate within institutions and organizations that disadvantage individuals and groups based on race.

Institutional racism has kept some people or groups from:

- Receiving a good education.
- Getting the health care they need.
- Benefiting from research.
- Succeeding in jobs or careers.
- Living safely and comfortably.



### What it means to be an anti-racist institution

“An antiracist institution is an institution that creates policies, practices, and procedures to actively promote racial equity and justice” (Kendi, Ibram X. How to be an antiracist. One world, 2019)

At OHSU this means identifying and changing how institutional racism can impact:

- Services provided at and for OHSU.
- Working or learning at OHSU.
- The way OHSU conducts its business activities, including strategic partnerships and vendor selection.
- Education, research, health care and community activities.

## Deepening our learning

Every OHSU member has a role to play in building a more diverse, equitable, and inclusive environment and promoting a culture of belonging. This requires us to learn more about ourselves and one another so that all can thrive and excel. Some ways we can do that are by:



### Considering new ideas and different ways of thinking:

- Learn about your own biases and how they impact your work and decision-making by taking part in the [Unconscious Bias Initiative](#).
- Visit the [DEIB Education and Advancement](#) page to find trainings and education around diversity, equity, inclusion and belonging.
- Get involved with an [Employee Resource Group](#).
- Review and use the [OHSU Inclusive Language Guide](#) and [OHSU Anti Racism Guidebook](#).



### Seeking help when we need it:

- [Racial Trauma Resource page](#)
- [Racial Equity Support Line](#)
- [OHSU Avel Gordly Center for Healing](#)
- [OHSU Wellness - Spark](#)
- [OHSU Intercultural Psychiatric Clinic](#)
- [Labor Relations-Unions](#)
- [Employee Leaves and Accommodations](#)
- [Student Health and Wellness](#)
- [Student Accommodations](#)



### Standing up for one another against hate and bias:

- Be an active bystander and report discrimination, harassment and retaliation that you observe or hear about to the [Integrity Helpline](#).
- Symbols of hate have no place at OHSU and will not be tolerated. Immediately contact [Public Safety](#) or file an [Integrity Helpline](#) report if hate symbols are found on or near OHSU facilities.



### Learning more every day:

- [Diversity, Equity, Inclusion and Belonging](#)
- [Cultural Awareness Guide for Religious and Spiritual Beliefs](#)
- [Library Resources on Race, Racism and Health Disparities](#)
- [Library Anti-Racism Resources](#)
- [Alliance for Visible Diversity in Science \(AVDS\)](#)

3

# Our responsibilities to each other and the people we care for

## Expectations for all OHSU members

OHSU is committed to learning and working free of discrimination, harassment, retaliation and bullying. Our commitment comes from our mission, vision and values, as well as a wide variety of federal, state, and local laws.

All OHSU members are expected to know, understand, and follow the [OHSU Discrimination, Harassment and Retaliation Policy \(DHR\)](#) and [Prohibition on Bullying Policy](#), which can be found on O2.

The DHR and Bullying Policies are intended to prevent and respond to misconduct, which includes bullying, discrimination, harassment, sexual harassment, sexual misconduct, sexual assault, domestic violence, dating violence, stalking, sexual exploitation, and retaliation.



This section provides an overview of OHSU Policies which apply to allegations of discrimination, harassment, bullying and retaliation.

The definitions in this section have been simplified from those detailed in the policies and are meant to be straightforward and provide context and examples.

When responding to reports of any concerns, the definitions and processes in the appropriate policy will be applied.



### Important Policies

[Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#)

This policy defines prohibited discrimination, harassment (including sexual harassment) and retaliation; outlines reporting options and obligations; and describes the investigation process for complaints or reports of Discriminatory Misconduct.

[Prohibition on Bullying Policy \(03-05-606\)](#)

This policy defines bullying and details responsible offices investigation process, including the appeal process and explains supportive and remedial measures as well as interim actions.

[Workplace Violence Policy \(07-30-020\)](#)

This policy outlines OHSU's commitment to a safe environment for our community, and OHSU's commitment to maintaining an environment free from violence and threats of violence.

## Discrimination

Discrimination is when someone treats people in unfair or harmful ways because they belong to, or appear to belong to, a protected group or characteristic. Discrimination can be any behavior that affects employment, education or treatment or that creates a hostile environment.

### Some examples of discrimination include, but are not limited to:

- Not getting a job because of your sex, gender, gender identity or gender expression.
- Being paid less than your peers because of your race.
- Not having an approved accommodation provided for a qualifying disability.
- Having your work hours reduced because of your religion.

## Harassment

Harassment is a form of discrimination that targets a person or a group of people. Harassment can be verbal, visual, physical or any other type of behavior that intimidates, threatens or creates a hostile environment.

### Some examples of harassment include, but are not limited to:

- Behavior that makes a person or group of people feel threatened, intimidated, offended or less than others.
- Calling names, telling jokes, or using negative nicknames or stereotypes for a person or a group.
- Using or sharing written, printed, or visual material with words or pictures that offend or make some people feel less valuable or important.



### Protected characteristics include:

- Race
- Color
- Religion
- National origin
- Sex
- Sexual orientation
- Gender identity or expression
- Pregnancy  
(including pregnancy-related conditions)
- Age
- Disability  
(including physical or mental disability)
- Genetic information  
(including family medical history)
- Ancestry
- Marital or familial status
- Citizenship
- Service in the uniformed services  
(all as defined in federal or state law)
- Veteran status
- Expunged juvenile record
- Use of leave protected by state or federal law
- Use of the workers compensation system
- And/or any other status protected by law



## Bullying

People work and learn best when they feel safe and respected. Bullying can be harmful words or actions that humiliate, degrade, demean, intimidate, and/or threaten a person or people. Bullying must not be part of the OHSU work or learning environment.

### Some examples of bullying include, but are not limited to:

- Providing feedback to other OHSU members by yelling, screaming or other ways to embarrass, threaten or demean them.
- Hurtful or shameful comments about how someone looks, their family, lifestyle, or culture.
- Physical, verbal, and/or written actions toward someone, which causes them to reasonably fear for their safety and/or the safety of others.
- Staying in someone's personal space after being asked to move or step away and violating someone's personal space through unwanted touch.
- Openly and unfairly excluding colleagues from group activities.
- Sabotaging or threatening to sabotage someone's career advancement, studies or work.
- Spreading malicious rumors about others.

It is very important that OHSU members are able to provide feedback, have meaningful and ordinary managerial, mentoring and educational relationships.

**Bullying is different from behavior which may be unpleasant or unsettling but is nevertheless appropriate for carrying out certain educational or employment-related responsibilities.**

### Bullying does not include:

- Providing appropriate critical feedback, including letting people know what the consequences may be for not addressing a concern.
- Classroom discussions of academic research or reasoned opinion on controversial topics.
- Critical feedback on the academic work of students, including advising a student of unsatisfactory academic work and the potential for course failure or dismissal from the program.
- Administrative actions such as performance reviews (including negative performance reviews), assigning work to employees, or other managerial decisions.



### Protected activities include:

- Opposing a practice that is unlawful or that you reasonably believe is unlawful.
- Making a good faith report or assisting someone with a report of unlawful activity, discrimination, harassment, or retaliation or of an alleged violation of the Code of Conduct or OHSU's policies and procedures.
- Serving as a witness or participating in an investigation, proceeding or hearing related to unlawful activity, discrimination, harassment, or retaliation or of an alleged violation of the Code of Conduct or OHSU's policies and procedures.
- Participating in OHSU's reasonable accommodation processes.

## Retaliation

Retaliation is a serious offense that can result in disciplinary action. Retaliation is a negative action taken against an OHSU member because they reported a concern, took part in a protected activity or were part of an investigation.

**Some examples of retaliation include, but are not limited to:**

- Being reprimanded for reporting unlawful actions in your department.
- Being disciplined or reprimanded for raising concerns about organizational decisions.
- Being demoted for seeking an accommodation for a disability or religious observance.
- Being disciplined by your supervisor for being a witness in an investigation into discrimination in your department.
- Being punished for reporting sexual harassment.

## Title IX of the Education Amendments of 1972 and Campus SaVE Act

OHSU follows Title IX (Title 9) of the Education Amendments of 1972 and the Campus Sexual Violence Elimination Act (Campus SaVE Act). We prohibit discriminating against people because of their sex or gender. This applies to sex and gender discrimination in education programs, activities, employment and admissions.

## Sexual harassment

Sexual harassment is unwelcome sexual advances, requests for sexual favors and other verbal or physical harassment related to sex.

Sexual harassment does not have to involve strictly sexual behavior. For example, repeated and offensive comments about women or any gender can be sexual harassment. People who harass others can be of any gender. They can be supervisors, colleagues, peers or even patients.

Teasing and offhand comments are not usually covered under sexual harassment rules, but they can have lasting emotional effects and be considered unprofessional behavior.

**Some examples of sexual harassment include, but are not limited to:**

- Repeated jokes or comments about sexual acts or sexual orientation.
- Requests for sexual favors, whether stated or implied.
- Making work or learning opportunities dependent on sexual favors.
- Unwelcome sexual advances.
- Unwanted physical contact or touching.
- Unwanted or sexually explicit texts, photos or emails.
- Talking about sexual acts, fantasies or stories.

Learn more about prohibited sexual harassment in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#) and the [Respect for All Guide](#).



OHSU does not tolerate retaliation, which is an attempt to punish or "get back at" someone who reports a concern.











All employees, whether they are Confidential or not, are required to provide the name and contact information for the Title IX Coordinator to any student or employee who discloses that they have experienced any kind of sexual misconduct as well as explain the Title IX Coordinator's role in supporting the person.

OHSU's Title IX Coordinator is specially trained to address concerns around Title IX compliance. To contact OHSU's Title IX Coordinator, Angela Fleischer, email [titleix@ohsu.edu](mailto:titleix@ohsu.edu) or call 503-494-5148 and press 5.



Although someone's personal experience of the conduct is important, by itself it may not be enough to be considered harassment under OHSU policy, but may be a violation of other policy. OHSU will consider the personal experiences of those involved in all aspects of response.

## Guide for responding to OHSU member concerns

-  Create space for receiving concerns by being open to understanding the issue.
-  Listen to understand what occurred and why the individual is concerned, whether they are concerned about you or someone else.
-  Explain what you are required to report from what they tell you. Offer them reporting and support resources, including confidential reporting options.
-  If their concerns relate to discrimination, harassment, or retaliation, make sure they know about the [Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#) and are provided a copy of the current policy by email. It is important to know your obligations under section 5 of the DHR Policy.
-  Follow up on the concern in a timely manner and take appropriate action. This could include providing information, support or a referral to another resource for further review, assistance or investigation.
-  Cooperate in any internal investigation. When it is appropriate, help decide on the appropriate action to correct the situation and help carry that action out.
-  Keep the individuals information private. Only discuss the incident with those who need to know, such as HR, Legal, OCIC, Student Affairs or Risk Management.
-  Make sure there are no further acts of misconduct or incidents of retaliation against anyone who has reported or participated in an investigation, raised a concern, requested an accommodation, or engaged in other protected activities.



If the individual is sharing concerns about discrimination, harassment, retaliation, or sexual misconduct, stop them before they mention a specific concern. Ask if they want to keep the concerns confidential. If they say yes, stop the conversation. Explain that you cannot keep it confidential, but OHSU has other people who can. Direct them to confidential support and reporting resources such as the [Ombuds](#), [Confidential Advocacy Program for students](#) or the [Confidential Advocacy Program for employees \(CAP-E\)](#), or a [Confidential Intake Specialist](#) with the [Office of Civil Rights Investigations and Compliance \(OCIC\)](#).

Learn more about responding to concerns of discrimination, harassment, retaliation, or sexual misconduct in the [Respect for All Guide](#).



These expectations apply to all OHSU member Code of Conduct concerns brought to a leaders attention. If a member shares concerns with you, you are expected to take it seriously, listen respectfully and address or escalate it appropriately.

## Our responsibilities for addressing and preventing discriminatory misconduct and harassing behavior

### Be an active bystander and speak up for the OHSU community

- Be responsible for noticing and reporting discrimination, harassment, intimidation or bullying concerns.
- Speak up if you see someone offending another person or saying something offensive.
- If you are not comfortable telling someone they offended you, you have the option to make a formal complaint through the Integrity Helpline.

## Mandatory reporting

All OHSU Employees who are not Confidential Employees working in their professional capacity, are required to promptly report discriminatory or harassing behavior when they become aware of, or reasonably suspect an incident of discriminatory or harassing behavior involves an OHSU member. When making a mandatory report provide the following to the OHSU OCIC/Title IX Office through the [Integrity Helpline](#) or the [Internal Incident Report Form](#):

- Name
- Date
- Time
- Location
- Description of the incident
- Involved parties (to the extent known)
- Include notes of any conversations the OHSU member had with the individuals

If you have questions about your reporting obligations, please contact OCIC at [ocic@ohsu.edu](mailto:ocic@ohsu.edu) or 503-494-5148.

For information regarding the OHSU [Internal Incident Report Form](#) please refer to the [Integrity Helpline O2 page](#).

OHSU has identified certain employee positions as Confidential Employees when acting in their confidential role and professional capacity. Confidential Employees will not share information disclosed to them with others without the permission of the person making the disclosure or as required or permitted by applicable law, such as cases involving imminent risk of serious harm, abuse or neglect or court orders or subpoenas of records.

Students are not required to report Discriminatory Misconduct. However, if a student is employed by OHSU and in their capacity as a staff person is told, becomes aware of, or suspects discriminatory misconduct, they are required to report.



The Office of Civil Rights Investigations and Compliance (OCIC) investigates reports of discrimination, harassment and retaliation based on protected characteristics and activities.

Reports of discrimination, harassment and retaliation not based on protected characteristics or activities may be responded to by Human Resources (for employees) or Office of Student Affairs (for students) or other appropriate OHSU departments.



If an investigation finds that an OHSU member has engaged in conduct against the OHSU [Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#), or this section of the Code of Conduct, immediate and appropriate corrective action will be taken. Employees who have engaged in misconduct may face discipline up to and including termination. Students who have engaged in misconduct may face sanctions up to and including suspension or dismissal per the [Student Suspension, Dismissal and Appeal policy \(02-30-050\)](#). An investigation will allow the accused individual a full opportunity to share their experience, provide witnesses and evidence and address any evidence raised against them.

## Patient care

We are committed to providing compassionate, appropriate, high-quality and cost-effective health care. We are also committed to respecting the unique qualities, personal beliefs and culture of each person and their family. We provide health care in a way that considers and respects each person's culture and the way they think and feel about illness and treatment.

OHSU follows the [Patient's Bill of Rights](#) detailed by the federal government. We comply with the [Emergency Medical Treatment and Labor Act \(EMTALA\)](#) by conducting a thorough medical screening and providing stabilizing treatment to all individuals seeking emergency care or in labor, irrespective of their financial status or insurance coverage. Patients with emergency medical conditions are transferred only upon their request or when our facility lacks the capacity or resources to address their needs, ensuring that appropriate care is accessible at another facility. These transfers adhere strictly to both state and federal EMTALA regulations.



The U.S. Department of Health and Human Services has issued guidance on [Section 1557 of the Patient Protection and Affordable Care Act](#) that makes it unlawful for any health care provider that receives funding from the Federal government to discriminate, exclude people or treat them differently on the basis of:

- Race
- Color
- National origin (including limited English proficiency and primary language)
- Sex, including sexual orientation, gender identity or expression or pregnancy (including pregnancy-related conditions)
- Age
- Disability (including physical or mental disability)

## Our responsibilities for patient care

- Treat people receiving care, and their families, with respect and dignity.
- Listen and respond to people's health care needs and the needs that their families and communities tell us. Make reasonable efforts to do things the way they prefer and honor their rights, culture, belief systems and preferred language.
- Help people receiving care and their families to communicate with us. OHSU offers free language interpretation and translation services, which are outlined in the following policies: [Interpreter Services Policy \(HC-LAN-107-INT-POL\)](#) and [Translation of Documents for Individuals with Limited English Proficiency Policy \(HC-PRM-137-POL\)](#).
- Maintain a safe patient care environment that is free from verbal, sexual, physical, emotional or mental abuse and other behaviors and situations that might prevent the best care.
- Step in to help in any situation where a patient, family member or visitor does something that is not allowed at OHSU. You can ask someone with more authority, like a supervisor or Public Safety, to help if you cannot help directly or do not want to.
- Help patients and families keep their belongings safe. Turn in any items found to Public Safety.
- Never ask for, hint about or accept offers of gifts, tips or loans from patients or their family members. If patients and family members insist on giving something, refer them to the OHSU Foundation so they may gift OHSU in a beneficial way.



### Important Patient Policies

- [Patient Rights and Responsibilities](#)
- [Patient Visitation Policy \(HC-PRM-109-POL\)](#)
- [Patient/Visitor Safety Assessment and Planning Policy \(HC-PRM-135-POL\)](#)
- [Requests for or Refusal of Healthcare Professionals or Other Personnel with Specific Characteristics Policy \(HC-PRM-133-POL\)](#)
- [Administrative Discharge of an Adult Inpatient Policy \(HC-CGM-105-POL\)](#)
- [Dismissing Patients from Clinic and/or MyChart due to Disruptive Behavior Policy \(HC-AMB-109-POL\)](#)
- [EMTALA \(Emergency Medical Treatment and Active Labor Act\) Obligations Policy \(HC-EDM-106-POL\)](#)
- [Patient Complaint-Grievance Management Process Policy \(HC-PRM-107-POL\)](#)

## Health and safety

Nothing is more important to us than making sure OHSU members, patients and everyone else at OHSU are safe. We must always be careful to use safe, appropriate and proven procedures and look out for the safety of others. We must look for health and safety risks and report any hazards we see.

### A culture of safety

Decreasing patient harm by reducing preventable medical events is a primary health care provider obligation. To reduce preventable patient harm, the Institute of Medicine and other regulatory agencies have urged health care organizations to create a “culture of safety” in which safety is the core value and highly reliable systems of care are the core strategy.

Creating a culture of safety requires that we constantly learn how and why preventable harm occurs and that we dedicate ourselves to continuously improving the systems in place to prevent harm. This includes active listening and providing guidance and support to team members and asking for help when needed. We are committed to achieving a “culture of safety” at OHSU by addressing all aspects of that culture, including creating an environment in which it is easy and desirable for anyone to report safety events.



For more information, please refer to the [Environmental Health and Safety](#) resources on O2.

Contact [ehs@ohsu.edu](mailto:ehs@ohsu.edu) for assistance with investigating work-related safety hazards posing risk of injury/illness to staff.



#### Our responsibilities for health and safety

- Take the needed steps to conduct your job or learning activities safely and protect other OHSU members, patients, visitors and the public.
- Learn about the safety standards and best ways of performing your duties and being in your work or learning environment.
- Make sure OHSU buildings, laboratory spaces, chemicals, drugs, equipment and products are used safely. Also make sure the policies and laws for their use are followed.
- Follow [OHSU's Workplace Violence Policy \(07-30-020\)](#), and do not threaten, intimidate anyone or engage in any form of violence.
- Do not have any firearms or other weapons on OHSU property. Refer to the [Weapons and Firearms Policy \(07-30-010\)](#).
- Expect contractors and third parties to follow OHSU safety requirements.
- Follow the [Tobacco-Free Environment Policy \(07-90-021\)](#).
- OHSU is committed to maintaining a drug and alcohol-free environment. Refer to the [Drug and Alcohol Use page](#) on O2.

## We embrace four components of a culture of safety at OHSU:



**Just culture:** We recognize that most mistakes come from system failures. We are committed to a non-punitive and transparent response to error reporting. We maintain individual accountability for actions in a manner that reflects overall patterns of behavior and performance.



**Reporting culture:** We continuously dedicate ourselves to promoting open reporting of errors. We commit to a response that is objective, timely and reliable and ensure that all members know where and how to report. There is no penalty for good faith reporting of a concern.



**Learning culture:** We develop highly reliable systems and teams by engaging in process improvement efforts, using internal and external sources to guide our learning and being transparent with OHSU members, patients and families. We are committed to creating diverse teams to enable learning that reflects the many needs and points of view from the communities we serve.



**Engaged and informed culture:** We are mindful and respectful of the ideas and perspectives of all OHSU members. We honor the courage of those who raise concerns and foster the development of trusting relationships that enhance our community. We provide the space and time needed for all OHSU members to voice input.



### Patient Safety Reporting

Report all patient or visitor safety concerns or other unsafe conditions to [Patient Safety Intelligence \(PSI\)](#). If there are concerns of violence by a patient, visitor or OHSU member, contact [Public Safety](#) immediately.

PSI provides an important mechanism for learning about unexpected events, obstacles encountered in the delivery of patient care and potentially unsafe conditions present in the environment or system. Reports are routed to the appropriate manager based on the type and location of the event and they will investigate, take appropriate action, and follow up with the reporter.

The patient safety team reads all reports to evaluate patient harm and preventability and manages the investigations for high harm events. In addition, the patient safety team analyzes the aggregate PSI data to assess risks and works with leaders across the organization to identify systems changes that may help to reduce those risks.

If you need to file a PSI report you can submit a report directly to the [PSI system](#) or through the [Safety and Support](#) section of O2 and in Epic through the references section.



**Our expectations to create a safe environment:**

- Hold ourselves individually accountable.
- Respond to events, errors and near misses in a thankful, transparent, consistent and timely manner.
- Raise concerns with team members in a respectful manner.
- Develop and cultivate highly reliable systems and teams.
- Actively seek out perspectives that are underrepresented in the process of designing, developing, and enhancing systems.
- Fulfill our obligation to safety and system learning by reporting safety risks.
- Learn from our mistakes and correct problems and inconsistencies as soon as possible.
- Be honest and transparent with OHSU members, patients and families about safety.
- Promptly report all patient safety incidents or concerns to [Patient Safety Intelligence \(PSI\) reporting system](#).

**Worker and Student Injury Reporting System (WSIRS)**

WSIRS is an online reporting tool designed to streamline the communication between an injured party, their supervisor or proctor and Risk Management for near miss incidents, injuries, exposures and conditions sustained during OHSU directed activities. Good faith use of WSIRS is a protected activity.

To make a WSIRS report visit [wsirs.ohsu.edu](https://wsirs.ohsu.edu).



If you have a concern about a decision, behavior or action that may be a possible safety risk (e.g. workarounds, breakdowns in team communication, non-standard practices), you are responsible for speaking up immediately. If you have a concern, notify your manager or report an issue to the [Integrity Helpline](#), [PSI](#) or [WSIRS](#) as appropriate.

# 4

# Our responsibilities to report and be accountable for our actions

## Problem solving

The diverse people and points of view at OHSU create great results when we work and learn together.

However, disagreement is normal in any work place or learning environment. Through respectful and clear communication, we are able to work and learn together through many challenges and disagreement.

### What can OHSU members do to resolve conflicts?

#### Talk with your colleague

Work directly with your colleagues to solve the problem.

#### Talk with a supervisor, a person in a leadership position or Student Affairs.

- Talk with a supervisor or person in authority if you cannot solve the problem with your colleague.
- The person you talk with may be a lead worker, supervisor, manager, department head, division director, program director or someone else in a leadership position.
- You can go to the supervisor or a person in a leadership position with your colleague or on your own.



Need help with a different workplace or learning environment problem? Please go to the [Problem Solving for OHSU Members](#) page on O2.



#### Talk with other resources that can help.

- You may also contact the Integrity Department, OCIC, or Human Resources directly for assistance.
- Talk to someone who is not involved in the situation (a third party). This may be a mentor, coach, mediator or facilitator.
- Other resources at OHSU include:
  - [Confidential Advocacy Program for employees \(CAP-E\)](#)
  - [Career and Workplace Enhancement Center-Manage Conflict](#)
  - [Spark Wellness](#)
  - [OHSU Ombuds Office](#)
  - [Confidential Advocacy Program for students](#)
  - [Student Support](#)

## Reporting concerns

OHSU fosters a culture of reporting a question or concern. When you speak up to clarify a policy or report questionable conduct, you are protecting your colleagues, the interests of patients, caregivers, students and learners and the reputation of OHSU.

Remember, an issue cannot be addressed unless it is reported. You can take action, such as giving information, directing the people involved on what to do, or having another party review the situation. You may be required to report concerns that you hear or notice.

### No penalty for reporting a concern

There is no penalty for good faith reporting of a concern. This is true no matter what type of concern you report or how you report it. OHSU believes reporting concerns honestly and in good faith (with the intent to improve OHSU rather than harm the other person) is positive. We take it seriously when someone says another person tried to retaliate or punish them for reporting a concern. If you believe someone tried to retaliate, punish or get back at you, you should report the concern immediately.



### Designated Reporter

All employees are designated reporters, except for Confidential Employees or individuals working in their professional capacity, and are required to report instances of discrimination, harassment, retaliation, or sexual misconduct that they observe, are told about, or suspect. All designated reporters should report all concerns, including information such as names, dates, times, locations, and a description of the incident and involved parties to the [Integrity Helpline](#) or through the [Internal Incident Report Form](#).



### The Integrity Helpline

The Integrity Helpline is OHSU's confidential and anonymous reporting system. It is the place for all OHSU members, patients, and visitors to raise concerns about misconduct or suspected violations of the Code of Conduct, our policies or the law.

Integrity Helpline reports remain confidential to the extent possible under OHSU policies. Information will only be shared on a need-to-know basis for investigatory purposes or as required by law.

The Integrity Helpline is available 24/7 and can be reached either by visiting [ohsu.edu/helpline](https://ohsu.edu/helpline) or calling 1-877-733-8313.

For more information and guidelines for reporting, visit the [Integrity Helpline](#) page on O2.



**OHSU does not tolerate retaliation, which is an attempt to punish or “get back at” someone who reports a concern in good faith.**

## Resources



### OHSU Integrity Helpline

OHSU has a free, confidential and anonymous way to ask questions and report concerns, the Integrity Helpline. You may report concerns online or call a toll-free phone number 24 hours a day, seven days a week.

1-877-733-8313  
[ohsu.edu/helpline](https://ohsu.edu/helpline)

If you use the helpline to report a concern, you will receive a unique tracking reference code. You can use this code to provide additional information or answer questions for the case as needed. The code will make sure any new information links to your original report and allows you to stay anonymous if desired.



### Confidential community resources

**Crisis Text Line:** Text HOME to 741741 in the U.S.

**National Suicide Prevention Lifeline:** 800-273-8255

**National Sexual Assault Hotline:** 800-656-HOPE\*

**National Domestic Violence 24-hour hotline:**  
 800-799-7233 (for domestic violence survivors)\*

\*Can connect callers to local resources and providers.

Learn more at [OHSU Civil Rights Policies and Resources](#).



### Confidential resources at OHSU:

**Confidential Advocacy Program for Employees (CAP-E):**  
 call 503-494-5148 or email [CAP-E@ohsu.edu](mailto:CAP-E@ohsu.edu).

**Confidential Advocacy Program for Students (CAP):** 1-833-495-2277 or 503-494-3256, [cap-support@ohsu.edu](mailto:cap-support@ohsu.edu)

**OHSU Ombuds Office (for everyone):** 503-494-5397,  
[ombuds@ohsu.edu](mailto:ombuds@ohsu.edu)

**Employee Assistance Program (EAP) (for employees):**  
 Call 1-800-433-2320 or Text 503-890-1777

**Employee Mental Health Services (MHS):** call 503-494-5271, email [occhealth@ohsu.edu](mailto:occhealth@ohsu.edu), or [self-schedule on Enterprise Health](#).

**Student Health and Wellness:** 503-494-8665 or  
[ohsu.edu/student-health](https://ohsu.edu/student-health)

**School of Medicine Resident and Faculty Wellness Program:** Page clinician on duty at **10975** 7 days a week 9am-6pm, if after hours call the Spark Employee Assistance Program at 1-800-433-2320, or set up an initial meeting via email at [wellnessmeeting@ohsu.edu](mailto:wellnessmeeting@ohsu.edu). Access the [O2 page](#) for more information.

**OCIC Confidential Intake Specialist:** call 503-494-5148 or email [ocic@ohsu.edu](mailto:ocic@ohsu.edu)

Learn more at [ohsu.edu/confidential-support](https://ohsu.edu/confidential-support).



### Respect for All Guide and App

Reporting options and resources for anyone who experiences, witnesses or hears of prohibited bias, discrimination, harassment, sexual assault, sexual misconduct or retaliation are available in the [Respect for All Guide](#) and [App](#).

# Discipline and remediation (corrective measures) guidelines for employees

## Management rights, responsibilities, and expectations

OHSU managers set goals and objectives for our most valuable asset, our employees, as well as manage employees' performance to ensure desirable organizational results are achieved. Managers also have important responsibilities and expectations related to facilitating employee success and maintaining an optimal and productive work environment.

### Managerial responsibilities and rights include the following:

- Coaching, goal setting, training, and re-training direct reports.
- Hiring, promoting, transferring, evaluating, and disciplining employees.
- Deciding which positions are in the workforce, how work is organized, and how work is assigned.
- Establishing job-related standards, expectations, and guidelines, in compliance with regulatory requirements.
- Responding promptly and appropriately to employee concerns and complaints.
- Equitably interpret and apply policies and procedures, without discrimination based on protected characteristics or on the basis of non-work-related factors.

### Managers should provide employees with:

- A clear understanding of the job description and performance and productivity standards.
- Knowledge of applicable employment-related policies and procedures, such as those relating to attendance, leave, and civil rights.
- A safe and healthy work environment that encourages the reporting of concerns raised in good faith.
- Materials, system access, resources, department or job specific policies and procedures, and equipment needed to do the job.
- Direction on how to approach complex work, work problems and other matters that can impact individual and team productivity.
- Informal, timely, and behaviorally specific feedback, with reasonable expectations, in a friendly and respectful manner.
- An opportunity to correct behaviors and performance concerns through corrective action, dependent upon the seriousness of the conduct.



### Tips for managers

- Help the individual feel safe sharing their concerns and listen to understand the concerns shared.
- Share information about support resources with employees, students and learners. For example, make sure they know about the following programs at OHSU: [Confidential Advocacy Program for students](#), [Spark Wellness](#), [Confidential Advocacy Program for employees \(CAP-E\)](#) and [OHSU Ombuds Office](#).
- Refer to individual OHSU schools and programs [handbooks, policies and resources](#) available to students and [Graduate Medical Education](#) resources for learners across the university.
- Set a good example by admitting your own mistakes and correcting them.

## Discipline and remediation guide

The [Discipline and Remediation guide](#) is a tool to help managers evaluate and respond to employee performance concerns and workplace issues in a fair and equitable manner and to enhance transparency and the consistent applications of our expectations for employees. The guidelines are also intended to create transparency for employees across OHSU into the discipline and remediation processes related to expected attendance, conduct, and performance.

It is a priority for OHSU leadership that all disciplinary and remedial actions are thoroughly considered with an equity lens and incorporate OHSU's progressive discipline philosophy. For questions or more information about the Discipline and Remediation guide, contact the [Advice and Counsel Center \(ACC\)](#).



### Code of conduct and policy violations

When a manager considers corrective action for an employee, they should first consider:

- What was the nature and severity of the incident or infraction and potential ramifications.
- What was the root cause of the issue and the employee's responsibility of such cause.
- Did system-based or organizational-level factors contribute to the outcome.
- Would informal resolution, like coaching or training, be effective.
- How often the violation has occurred in recent months or years.
- The employee's overall record of performance and length of service.
- How similar past situations have been handled or are currently handled in other areas.
- Were there any mitigating or escalating circumstances that impacted the situation.

Employees may have options for filing a grievance in response to a disciplinary action, although such options vary based upon role and representation.

# 5

# Our academic and research responsibilities



# Our responsibilities for teaching and learning

## Educators are responsible for:

- Treating students and learners respectfully and communicating clearly with them.
- Creating learning environments that encourage respectful sharing of ideas and perspectives and support inquiry and reflection.
- Supporting our students and learners in becoming honest, compassionate, respectful, and ethical professionals.
- Supporting students and learners in working toward program and graduation outcomes.
- Abiding by legal and ethical guidelines in disclosing or accessing student or learner information.
- Ensuring accommodations are respectfully met.

## Students and learners are responsible for:

- Honoring the learning environment through active participation.
- Respecting our instructors, mentors, administrators, fellow colleagues and other OHSU members.
- Learning and practicing the ethical standards of honesty, compassion and care you will use in your profession.

# Academic and research standards

OHSU recognizes the power and importance of discovery for OHSU members, patients, and the larger community. To continue to perform the highest quality of research and to maintain research excellence, it is critical that we uphold our commitment to research integrity and maintain the highest standards for all research.

For our clinical research, we are committed to helping patients who take part in OHSU research stay informed and as healthy as possible while also supporting their families. We create and maintain an environment that provides privacy, security and comfort.

Academic integrity is an essential and professional virtue. Faculty, students and learners are expected to act with integrity when teaching, learning and conducting research. They are also expected to act with integrity toward each other, their patients, OHSU members and the professional community. Academic integrity includes creating original academic work, citing proper sources, including that of technologies if warranted, not plagiarizing, or taking credit for another person's ideas or work.

## Our teaching and learning philosophy

- OHSU aspires to be the destination for transformational learning allowing all who enter our doors to be the next generation of outstanding health care providers, health advocates, and scientists.
- As educators, students and learners, we value curiosity and the academic freedom to pursue knowledge wherever it may lead, without undue or unreasonable interference.
- We value keeping our promises, being honest in all our actions, and working earnestly to ensure every professional is prepared to do their job well.
- We believe educators, students and learners must be equally valued and respected. We are responsible for sharing information that is accurate and complete. We must continually work toward creating learning environments that foster inclusion and critical inquiry.



**OHSU does not tolerate acts of academic or research misconduct, such as plagiarism, falsifying research information, other scholarly work or making research results seem different than what the data shows.**

Learn more about [research misconduct](#).

Learn more about [academic policies](#):

- [Academic Policy](#)
- [OHSU Policy Manual, Chapter 2 - Student Affairs](#)



### Our responsibilities for research standards

- Be sure that every participant who takes part in clinical research goes through a meaningful consent process. The consent form should be written in terms that facilitate understanding. There are additional rules for participants who do not speak English and for children. Work with the Institutional Review Board for guidance.
- Go through the appropriate review and approval process for research projects, and share clear information about any financial interest in the project.
- Use an approved research plan (protocol). Follow the appropriate [Research Services policies](#) and procedures for review and approval of all research projects. If the research plan changes, have the changes approved before using them in the research project.
- Make sure research results are reported accurately, including everything that happened in the project and the report or publication shares all of the outcomes from the study without bias.
- Follow all of the requirements and rules for all grants and contracts.
- Properly record all research costs. Charge all costs to the appropriate accounts.



### Our responsibilities for academic standards

- As educators, we place a high value on intellectual curiosity, academic freedom, integrity and outstanding professional preparation.
- Individual schools and programs at OHSU maintain [student handbooks](#) that specify academic integrity policies.
- Understand and follow the [Conduct Relating to Students – Proscribed Conduct Policy \(02-30-010\)](#).

## Intellectual property

As a health and research institution, OHSU encourages all OHSU members to create and develop new technology and ideas. We are also committed to sharing what our experts create with people in the research and education communities outside OHSU. The things our experts create at OHSU are called “intellectual property,” because while they are sometimes physical things, they may also be ideas, concepts or plans.

Sharing intellectual property helps us learn even more, succeed further at what we do, and help the people and communities we serve. However, it needs to be shared in the appropriate way. We must make sure it is known that the technology or product was developed at OHSU and that OHSU has rights as an owner. For more information please refer to the [OHSU Intellectual Property and Royalty Distribution policy \(04-50-001\)](#).

As part of working at OHSU, all OHSU members have assigned to OHSU all right, title and interest to anything they create as part of their job (intellectual property) if they used OHSU time or equipment to do it. This means anything you created during your normal OHSU working hours or using OHSU equipment. It also means anything created using OHSU supplies, space (facilities) or restricted information.

## Export controls

Rules about sharing equipment, technology and data with citizens of other countries may restrict what you can send from OHSU. These rules may affect how you share data, even if you are in the United States. They may also affect who can have access to a lab or research database. Shipping or traveling internationally are also impacted by export control regulations.



### Our responsibilities for intellectual property

- Work with [OHSU Technology Transfer](#) to put in place proper research agreements when collaborating with industry or scientists at other institutions to protect intellectual property.
- Disclose promptly to OHSU Technology Transfer any and all new technology and intellectual property that is developed through research (as detailed in the [Intellectual Property and Royalty Distribution Policy \(04-50-001\)](#)).
- Fill out all the forms OHSU requires for intellectual property. This includes giving rights, title and interest in it to OHSU.
- Do not assign, license or otherwise dispose of any intellectual property owned by OHSU. Only authorized officials of OHSU may do this.



Research and technical data you share with a citizen of another country is considered an export to that country whether you are at OHSU or at a conference, meeting or other event. When traveling outside the U.S., take reasonable care to keep anyone from having unauthorized access to your laptop, tablet or other devices.

If you have any questions, contact the [Office of Export Controls](#).

# 6

# Protecting OHSU information and assets

# Keeping OHSU information secure and private

Information is one of OHSU's most valuable assets. Everyone at OHSU is responsible for protecting it. We work with three categories of information: public, private or sensitive, and restricted.

## 3 categories of information

See Data Classifications Policy [ISP-02](#).



### Public information

is information that is specifically intended for public audiences.

- General information on our educational programs
- Marketing materials that have been approved and published
- General information on health care services at OHSU
- Research publications
- Other information that is publicly available on our external website



### Restricted information

must be kept secure and confidential. Only authorized people can use and share it. People who store, access and send it must follow [Information Privacy and Security \(IPS\) policies](#). Most OHSU computing systems fall under the restricted information category.

- Protected health information
- Student information, including educational records
- [Education records](#) subject to the Family Educational Rights and Privacy Act, also called FERPA
- Employee personal information
- Learner personal information
- Any other OHSU information that the OHSU Data Steward says is restricted



### Private or sensitive information

must be protected in a way that keeps it from being seen by people who should not see it. [Information Privacy and Security \(IPS\) policies](#) cover how private or sensitive information may be shared.

- Some types of research information
- Individual practice plans
- Communications and memos that are only for OHSU members, but do not contain restricted information



### Our responsibilities for OHSU information and assets

- Follow all OHSU policies on confidentiality, information privacy and security. These include, but are not limited to, [Confidentiality of OHSU Health Information Policy \(01-05-012\)](#), [Acceptable Use of Computing and Telecommunications Resources Policy \(11-20-010\)](#), and all other privacy and security policies on [O2](#) or in [MCN](#).
- Keep all OHSU restricted, private and sensitive Information safe. For example, be sure to keep certain research results and patients' and families' confidential information safe and private.
- Only access, use or share OHSU information as required to complete your work or study-related duties. Ask your manager or program director if you have questions about your duties.
- When sharing OHSU restricted information:
  - Use a secure (encrypted) way to send the information, such as a password-protected network or virtual private network.
  - Use an ohsu.edu email account or other OHSU-approved transmission tool.
  - Never forward OHSU restricted information to a personal email address or unapproved cloud storage.
- Do not discuss OHSU restricted, private or sensitive information in public areas including, but not limited to, public transportation, the tram, cafeterias and restaurants, etc.
- Report any unauthorized use or disclosure of OHSU restricted information to the [Information Privacy and Security Office](#), the [Integrity Helpline](#), or to your supervisor.
- You must keep OHSU information confidential even after you stop working or learning at OHSU.



### Our responsibilities for personal information

We have a legal and ethical responsibility to protect the private and confidential information of our employees, students, learners, volunteers, research subjects, patients and their families and other members of the OHSU community.

Only collect, use, and share personal information as required by your role. This includes student and learner information, protected health information, and research information. Refer to [Information Privacy and Security](#) and [Education Records policies](#) for details on how this information must be protected.



### Our responsibilities for computer and telecommunication resources

- Make sure that any minor (incidental) personal use of computers, phones or other resources does not keep you or others from completing work or learning duties.
- Do not use OHSU equipment and resources for personal or non-OHSU commercial (money making) purposes.
- Keep all OHSU-issued computers, phones, and electronic devices and equipment physically secure.
- Understand that computer and network equipment provided by OHSU is OHSU's property. You cannot expect that your activities and use of this equipment will be private.
- Meet OHSU standards of respect and integrity.
- For more information see the [Acceptable Use of Computing and Telecommunications Resources Policy \(11-20-010\)](#).



### Our responsibilities for protecting OHSU property

- Handle documents containing restricted and private or sensitive information carefully. Keep these documents properly secured, on and off OHSU property. This includes information stored on computer systems, removable storage media such as hard drives or disks, and physical papers.
- Make sure OHSU owned property is tagged or labeled appropriately. The tag or label should indicate whose property it is and where it belongs, such as to a research lab.
- Report signs of OHSU property being used incorrectly or stolen, or signs someone may plan to steal it. These may include:
  - OHSU property that is not kept in a secure place when not being used.
  - OHSU members allowing other people to borrow or use equipment without approval.
  - OHSU members sharing passwords or login information.
  - People in an OHSU area whom you do not know, and who do not have a badge or other proper identification.
  - Unusual use of areas with badge access, such as doors, elevators, and other areas designed to limit access to parts of OHSU. Unusual use includes, but is not limited to, an unknown person following you closely to get through a door, someone propping such doors open, and people sharing or switching OHSU badges.



Documents containing restricted or sensitive information shall be kept in their designated storage locations when not in use. Restricted and sensitive information are subject to security controls and can only be shared for valid purposes. Contact [Information Privacy and Security](#) if you need help determining whether certain information is restricted or sensitive.

Documents shall be destroyed in accordance with the [Records Retention and Destruction Policy \(07-90-010\)](#). They should never be destroyed in response to or in anticipation of an investigation, audit, claim, lawsuit or case hearing.

## Creating and maintaining records

The public, government authorities and others need to be able to rely on OHSU having complete, accurate records. We are committed to sharing information openly. We make full, accurate, timely and understandable disclosure on all aspects of our operations as required by local, state, or federal law or regulation. All of us contribute to the process of recording employee, student, learner or patient information, research results or maintaining business documents. OHSU members whose work includes preparing public, financial, or regulatory information, which will be shared, have a special responsibility in this area. Accurate and accessible information is essential within OHSU so that we can make good decisions.

As a public corporation of the State of Oregon, OHSU is subject to public records requests under Oregon Public Records Law. All OHSU public records requests are facilitated by the OHSU Public Records Coordinator, in the Office of Strategic Communications. They work closely with the OHSU Legal department to ensure adherence to [OHSU policy](#) and Oregon Public Records Law, especially as it relates to identification of records that are exempt from disclosure or require redaction.

In response to a request for public records, OHSU must disclose all public records responsive to the request unless an exemption applies to the record. Information subject to disclosure includes, but is not limited to, any information created or received by OHSU, whether paper, electronic or otherwise generated. Should a public records request be received for an Integrity Helpline report, or any other OHSU record, the Public Records Coordinator and the OHSU Legal department will work together to meet our obligations under the law while withholding records or information properly exempt from disclosure, under Oregon Public Records Law, prior to disclosing responsive records to the requester. The Public Records Coordinator will provide an advisory notice to current OHSU members at the time of disclosure when their name appears in the responsive records, providing an opportunity to ask questions or request additional information regarding the public records request.

## Records management

OHSU has policies for keeping and storing records. We follow proper procedures outlined in these policies to make sure our records are maintained, stored and destroyed when appropriate to meet our business needs and follow laws and regulations. Information can be found under [Records Retention and Archiving Questions](#) on O2.



### Our responsibilities for creating and maintaining records

- Make sure the information we record is accurate, complete and maintained in a manner that is consistent with and follows OHSU policies and procedures.
- Make sure everyone you supervise, including students and learners, understands and follows their responsibilities for keeping accurate and complete records.
- Always be accurate, complete and truthful when creating any OHSU record or submitting academic, clinical or financial documentation. When documenting something that is assumed but not proven, be clear that you are doing so.
- Avoid exaggeration, guessing, giving a legal opinion or including rude or negative comments about people and their motives.



Each of us is responsible for the information and records under our control and that apply to our roles. We must be ready to provide and describe the accuracy of the record when asked. It is also our responsibility to keep our records organized so they can be accessed when needed.



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# Interacting with our community

## Communication with the public

OHSU needs a clear and consistent voice when providing information to the public and the media. For this reason, all public contacts and messages must go through OHSU's Strategic Communications office.

OHSU complies with the Oregon Code of Cooperation published by the Hospital Association of Oregon. This code is designed to facilitate accurate, ethical and timely news coverage of medical and other health-related events. It balances patients' right to privacy and well-being with the public's right to receive information.

## Volunteer and community outreach

OHSU maintains close working relationships with its neighbors and the community in general. Contact the Strategic Communications office about volunteer and community outreach activities that may interest other OHSU members or that OHSU might want to officially support.

## Guidelines for use of social media

At OHSU, we understand that social media lets us share information, opinions and more with people around the world. However, it also presents risks and responsibilities. Ultimately, you are the person responsible for what you post online. Before posting anything, consider the possible risks. Remember the saying: "The Internet is forever." This means that what you post may be permanent, and others can find and view it even many years from now. Anything you post may affect your work, school performance, other people or OHSU business.



### Our responsibilities for communicating with the public










- Only speak on behalf of OHSU if authorized to do so.
- Promptly direct all questions from the media to the [Strategic Communications office](#). This includes all questions on OHSU's activities, plans or position on public issues and any other questions.
- Inform Strategic Communications about the activities and accomplishments of the OHSU community. This allows us to share our success with the OHSU community and the public.
- Be sure you provide accurate information to Strategic Communications and representatives of the media. Be honest about your role and OHSU's role.
- Use OHSU's [Brand Manual](#) to make the most of information about our mission. Ask Strategic Communications for help if you are not sure how to use the guidelines.



### Our responsibilities for volunteer and community outreach

Ask Strategic Communications for help and guidance before representing OHSU in any volunteer activities or making a commitment for OHSU involvement.

**When using social media in connection with your role at OHSU:**

-  Get the approval of OHSU's Social Media department before creating any OHSU social media channels. Remember to follow OHSU and patient privacy guidelines. Violation of these policies could mean your account is temporarily or permanently closed. For more information, please visit the [guidelines for social media under Communications](#) on O2.
-  Only use OHSU logos, trademarks or copyrighted materials when you are specifically told you can do so. When you use them, be sure to follow OHSU's official [brand guidelines](#). If you are not sure something follows these guidelines, please ask.
-  Be careful to post only information that is true and accurate. Avoid posting rumors or anything you know that is false. If you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the internet saves (archives) almost everything. Even posts that you deleted may be brought back.
-  When you communicate online on topics related to your role or OHSU, make clear you are not speaking for OHSU. Identify yourself as a person in the community, not a spokesperson for OHSU. Consider adding a disclaimer to your personal accounts, for example, "Opinions are my own and not those of OHSU."
-  Keep OHSU intellectual property (ideas, research and more) confidential. Do not post or discuss knowledge, technology or anything else you know is being developed at OHSU. These things may be trade secrets, which need to be kept private until they are ready for the commercial market. Trade secrets may include information on the development of systems, processes, products, know-how and technology.  
  
Also keep non-publicly available information confidential. Do not publicly post or share information posted on the OHSU intranet.
-  Do not post confidential internal communications related to OHSU business. These may include, but are not limited to, internal reports, policies and procedures.
-  Do not post academic content, such as videos of lectures or students or learners being taught.
-  Know what your privacy settings are and who can access the content you post online. Remember to review these settings regularly.
-  Posting something that includes discriminatory remarks, harassment, bullying, intimidation, threats of violence or similar inappropriate or unlawful conduct may bring disciplinary action from OHSU, up to and including termination for employees or dismissal for students.

## Political involvement and related activities

OHSU recognizes that political involvement is an important part of the community. We support OHSU members' right to be involved in civic and community activities. As OHSU members, you are required by Oregon law to follow the restrictions outlined in this notice:

### Political activities

Oregon law and OHSU policies restrict the political activities of public employees while on the job during working hours. Political activity restrictions are detailed in the [Political and Public Activities and Candidates for Public Office Policy \(03-30-003\)](#) and [Relationships with Federal, State or Local Government Policy \(03-30-005\)](#). Policy defines "political activities" as activities that promote or oppose any political committee or any initiative, referendum or recall petition, measure or candidate.



### Our responsibilities for government advocacy and communication

- Any communication with executive, legislative or judicial branches of government, outside of what is required in the ordinary course of your role, must go through [OHSU's Government Relations department](#).
- OHSU does not engage in political activity and any questions about political activity should be directed to the [OHSU Legal Department](#) or [OHSU Government Relations](#).



### Attention all public employees

The restrictions imposed by the law of the State of Oregon on your political activities are that "No public employee shall solicit any money, influence, service or other thing of value or otherwise promote or oppose any political committee; promote or oppose the appointment, nomination or election of a person to a public office; or promote or oppose the filing of or gathering of signatures on an initiative, referendum or recall petition or the adoption of a measure or the recall of a public office holder while on the job during working hours or while otherwise acting in the public employee's official capacity as a public employee. However, this section does not restrict the right of a public employee to express personal political views, provided that a reasonable person would not infer that the views represent those of the public employer of the public employee." It is therefore the policy of the state and of your public employer that you may engage in political activity except to the extent prohibited by state law when on the job during working hours or while otherwise working in your official capacity as a public employee.

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# Working with our external business partners

## Vendor relationships and management

Our vendors and external business partners are an important part of OHSU's success. To create an environment where our vendors want to continue working with us, they must be confident that they will be treated fairly, that we will work with them in partnership to address challenges, and that we will follow standards for right and wrong behavior.

OHSU buys supplies and services from vendors based on need, quality, community benefit, service, price and terms and conditions. We select significant vendors and contractors through the appropriate and transparent procurement process, including informal and formal bidding processes. We believe in doing business with those who share our commitment to community as well as our high standards of ethical business conduct. OHSU does not keep prices at a set level (fix prices), divide geographic markets or make any agreement that may artificially raise the prices of OHSU services or otherwise block competition.

We must be sure to research our vendors and business partners. Specifically, we must know who they are, what they do and what they are doing for OHSU. They must understand that they are required to follow OHSU standards when they work with us, and to keep complete, accurate records.



### Our responsibilities when conducting business with our external business partners

- Respect and protect vendors' confidential information and information that they own.
- Make sure each contract has been properly reviewed, negotiated and signed by the appropriate [OHSU Contracting Unit](#). This will ensure that each contract has the proper legal language, and it is executed by an OHSU representative that holds contractual signature authority.
- Inform the public and our vendors about OHSU's services and responsibilities.
- Observe fair business practices that accurately reflect OHSU's skills and accreditations.

## Vendor diversity



We actively encourage, promote and support the use of small and diverse businesses in our supply chain through close collaboration with internal teams, external organizations and partners.



We support our local community and work to maintain a strong vendor base that reflects the diversity of the overall vendor community, including but not limited to business enterprises that are owned by individuals who identify as minority, women, veteran, or disabled.



We create partnerships with organizations and businesses that have practices in line with diversity, equity, inclusion, and belonging.

**During the formal process of choosing vendors:**

- Select services on the basis of quality, effectiveness, economy, community benefit and appropriateness. Choose vendors to meet needs we have identified, while also seeking to avoid unnecessary expense.
- Identify whether the vendor is part of the Disadvantaged Business Enterprise (DBE) program such as certain minority- or women-owned businesses.
- Require vendors to share their diversity, equity, inclusion, and belonging commitments, policies and practices as part of the selection process.
- Follow fair business practices in negotiating contracts before signing a contract or making a purchase from a vendor.
- Do not give or accept any bribes, kickbacks (where the vendor gives back part of your payment as a favor for giving them the business) or other improper payments. Federal and state laws specifically make it a crime for anyone to offer or accept a bribe, kickback or anything of value for referring patients or other business.

**If you are in a leadership position at OHSU:**

- Work with our vendors and other external business partners to make sure that they understand our standards for high performance in meeting standards of right and wrong (ethics) and following appropriate rules and procedures (compliance).
- Watch out for any signs that our vendors are violating applicable laws or regulations.
- Insist on honest accounting for time and materials and receiving the product OHSU paid for on time and meeting our standards.
- Be open about any situation that may appear to involve a conflict of interest (see Conflicts of Interest section).

When in doubt, contact OHSU's Contract Triage Analyst ([contract-triage@ohsu.edu](mailto:contract-triage@ohsu.edu)) or [Contracting Unit](#) to make sure each contract includes proper language and includes someone with the authority to sign a contract. Do this as early as possible when you need a contract negotiated by OHSU.

## Determining conflicts of interest

A conflict of interest happens when you have an interest that influences the decisions you make in your role at OHSU. For example, you might have a conflict of interest if you are involved in something that benefits a non-OHSU person or company. The decision may benefit you, a friend or relative or a vendor, but may not be in the best interest of OHSU.

It is impossible to describe every potential conflict, but the following are some examples.

### Business opportunities

As part of working at OHSU, all OHSU members have assigned to OHSU all right, title and interest to anything they create as part of their job (intellectual property) if they used OHSU time or equipment to do it. This means anything you created during your normal OHSU working hours or using OHSU equipment. It also means anything created using OHSU supplies, space (facilities) or restricted information. All OHSU members and the people who represent them, such as attorneys (their agents) should work with [OHSU Technology Transfer](#) before talking with any non-OHSU person or company about something created at OHSU. The OHSU [Collaborations and Entrepreneurship](#) department helps make sure people and companies outside OHSU can easily connect with the OHSU community.

### Outside activities

Activities you perform outside OHSU, such as consulting, being on the board of another organization or working at another job, can create a conflict of interest or conflict of commitment. For example, outside activities may get in the way of your ability to do your OHSU job or affect your role as a student.

### The non-OHSU activity could:

- Lead to sharing restricted or confidential information.
- Lead to sharing information on something created at OHSU.
- Have a negative effect on OHSU's reputation, if something negative happens and people know you work or study at OHSU.
- Give you a chance to make money from something that is not yours, such as restricted or confidential OHSU information or something created at OHSU that OHSU owns.
- Impact your physical health in order to perform your OHSU job or academic related duties and responsibilities safely and efficiently.

If you provide services to other people and companies that are similar to your role at OHSU, talk with your supervisor and use the [online Conflict of Interest system](#) to report the outside activity.



### You have a conflict of interest when:

- You are trying to form a business agreement or contract with a company that you also have a financial interest in.
- You are the direct supervisor for one of your relatives.
- You have influence over the pay, benefits, career progression or performance of a relative.



### Our responsibilities for conflicts of interest

- Avoid conflicts of interest whenever possible.
- Make decisions that are in the best interest of OHSU.
- Talk to your supervisor or the [Conflict of Interest Office](#) if you think you might have a conflict of interest. Tell them the details of any situation you are involved in, and ask if your non-OHSU interests could be in conflict with OHSU interests.
- Ask about possible conflicts of interest before they become a problem. Be completely honest about situations that might cause a conflict of interest.
- Regularly consider if you might have a new conflict of interest or possible conflict. If you have income or benefits from non-OHSU companies, check to make sure you do not have a conflict of interest with OHSU. Disclose any possible new conflicts and non-OHSU sources of income with your supervisor and update your [Conflict of Interest](#) disclosure.



### Significant financial interests

When OHSU members receive money from another business or company, there can be a possible conflict of interest. For example, you might have the opportunity to make or receive money from an organization that does business with OHSU, wants to or competes for business with OHSU. If so, you are required to talk with your supervisor about this potential conflict. You may not be included in OHSU's decisions about that business, because you could appear to be influenced by the desire to make money from the business relationship, whether it benefits OHSU or not.

You must also share any financial interests related to research or patient care. For example, if you own stock in a drug company, you must record this possible conflict of interest in the online [Conflict of Interest system](#).

### Family members

Employees may not hire relatives or put them in certain job positions without the approval of Human Resources and their supervisor. This situation could create a conflict of interest. Please read [Employment of Family Members Policy \(03-05-040\)](#), for more information.

## Recognizing and managing gifts and entertainment

OHSU depends on major gifts and donations to support our mission and growth. However, gifts may only be made to OHSU as an organization. They must also be given in ways that follow laws and rules.

OHSU must be careful to avoid any situations that may look like the gift giver will receive an unfair advantage. This is particularly important when vendors make gifts to OHSU. The people who choose OHSU vendors and those who raise funds for OHSU should have only a business relationship, not a personal one. This helps avoid situations where it appears that OHSU chose a vendor because the vendor gives gifts or provides benefits to OHSU.



For more information, please refer to the [Conflict of Interest manual](#), [Disclosure requirements](#), [Acceptability Criteria for Outside Activities](#), and more information on how potential conflicts of interest may affect you.



**Situations involving gifts can be complicated, but for us one principle is always clear:**

We do not offer, ask for (solicit) or accept gifts or entertainment that may appear to influence OHSU decisions or that may actually influence what OHSU does.

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# Our responsibilities to the law: Working with federal, state and local authorities

# Communicating and cooperating with regulators and investigations

OHSU is entitled to all the safeguards provided by law. At the same time, we will cooperate with lawful, reasonable requests for information about what we do from federal, state and local authorities.

## Government contracting

OHSU does business with governments and organizations managed by the government. Our policy is to fully obey all the laws and rules that apply to doing business with government entities.

OHSU leaders who supervise work with governments and organizations managed by the government must always be aware of the latest rules and OHSU requirements that apply to their work.

### Gifts and entertainment of government representatives

Extra care is important when dealing with government officials. There are federal and state laws about ethics and lobbying. These laws describe how we are allowed to interact with government officials and their staff. Never offer any gift or other benefit, such as entertainment, to a government official.

Reasons why gifts are prohibited:

- It could be thought of as affecting business decisions they make about OHSU.
- It could be thought of as giving OHSU an unfair advantage with the government.

### Kickbacks and inducements

The Federal Anti-Kickback Statute and various similar state laws prohibit giving, getting, offering or asking for anything of value to get a patient to receive care or someone to send business to OHSU. You must examine all relationships and arrangements with people and businesses who might refer patients to OHSU or want us to choose their products. You must be certain no money or favors are exchanged for sending patients to OHSU or using products. Health care departments should avoid giving discounts or allowing people to see a health care provider without paying the usual charges, such as a copayment, without talking with the Clinical Integrity, Revenue Cycle or Patient Relations departments first.



### Individuals working for OHSU on government projects:

- Must obey OHSU standards in their work.
- Must follow their OHSU government project contract (contractual obligations).
- Must keep complete, accurate records of their work.



### Our responsibilities to the law

- Fulfill your work-related responsibilities in a manner that is compliant with applicable laws and regulations.
- Respond to inquiries from enforcement authorities (regulators) or government authorities that you may receive during the course of your role. Respond by stating that OHSU intends to cooperate but that the matter must first be discussed with the [OHSU Legal Department](#).
- Take prompt action to preserve documents that may be relevant when we are told about an external investigation or lawsuit. The appropriate OHSU member or department will let you know if you need to do anything to assist.
- Stay informed about new requirements that may affect your area.

Laws and regulations may be complicated and difficult to understand. Be sure to discuss any questions you have with your supervisor, contact the [OHSU Legal Department](#), or both.

## Anti-corruption and bribery

The U.S. Foreign Corrupt Practices Act, the laws of the European Union and the laws of most countries in which we operate have laws against bribing foreign officials. Many countries also have laws that address bribes paid to private individuals.

The laws against corruption and bribery are complicated. OHSU members should be aware of the laws and ask questions if they are not sure exactly what to do. If you have questions, contact your supervisor, Academic Program (for students) or the OHSU Legal Department.



You must immediately report any suspicious activity or demands by any government official, like inappropriate payment requests or threats if you don't do what they want. Report this to the [OHSU Legal Department](#) or the [Integrity Helpline](#).



### Our responsibilities when dealing with government and regulatory agencies.

- Never offer, provide, promise to offer or authorize payment of money or any valuable item to get business or influence a business decision.
- Never make payments that are intended to affect a foreign official's or government decision.
- Remember that the phrase "foreign or government official" means more than politicians and civil servants. It also means officials of state-owned or controlled commercial businesses, representatives of public international organizations, employees of public universities and research institutes, people running for elected office in their country, political parties and party officials.
- OHSU can still be responsible for breaking the law even if someone else pays a bribe. Be aware of common warning signs when dealing with foreign or government officials and third parties including:
  - Large sums of money paid to third-party agents or consultants.
  - Unreasonably large discounts to third-party distributors.
  - Third-party "consulting agreements" that do not include a clear, detailed description of the services provided and include only vaguely described service.
  - Third party consultants who do a different type of work than what they are being paid for.
  - Third parties who are related to a foreign or government official or closely associated with them.
  - The foreign official specifically asked for the third party to be involved in OHSU's business with the country.
  - The third party is not a real company, just a company name registered outside the U.S. and the country doing business (offshore jurisdiction).
  - The third party asks us to make payments to offshore bank accounts (outside the U.S. and the country doing business with OHSU).

Contact the [Integrity Department](#) or [OHSU Legal Department](#) if you become aware of any unethical conduct.

## Fraud, waste and abuse prevention and the False Claims Act

OHSU is responsible for the appropriate management of the money and other resources it receives from the government for patient care, research and education. OHSU takes fraud, waste and abuse seriously. We follow all laws and regulations that are designed to prevent and find fraud, waste and abuse in government programs.

OHSU is committed to submitting claims that are accurate and truthful. OHSU has many policies and procedures designed to prevent improper or erroneous billing to government benefit programs. Clinical Integrity and other staff in all missions regularly review charges and claims submitted to the government to ensure accuracy.

One of the main differences between fraud, waste and abuse is intent and knowledge. Fraud requires intent to receive payment dishonestly and the knowledge that the actions are wrong. Waste and abuse may also involve receiving an improper payment or creating an unnecessary cost, but it is not done with the same intent and knowledge.

### The False Claims Act “whistle blower” or “qui tam” provisions

A U.S. law called the False Claims Act allows people to sue in the name of the government for violations of the Act. The government may or may not choose to investigate what is told to them. If it does not act, the person who filed the suit has the right to sue without the government being involved. If a false claim was filed and the organization must pay the money back, then the person who filed the suit may receive part of it because they shared information about a false claim.

If you are concerned about a specific claim, you have many options for bringing this to the attention of OHSU. The False Claims Act does not require you to report your concerns to OHSU first. However, OHSU asks that you tell us if you suspect false claims are being made. This will allow us to review the information, investigate, fully understand and correct the situation promptly and appropriately.

Contact the [Clinical Integrity Department](#), the [OHSU Legal Department](#) or file an [Integrity Helpline](#) report you have any questions or concerns about false claims.



Report fraud, waste, and abuse immediately to the [Integrity Helpline](#) (1-877-733-8313 or [www.ohsu.edu/helpline](http://www.ohsu.edu/helpline)). You will not face a penalty or negative consequences for honestly reporting suspected fraud, waste or



It is against federal and state law to punish, discipline, discriminate against (treat differently) or retaliate (create negative consequences) against someone because they report or share information on false claims. It is also against the law to treat them in these ways if they start a process of action to investigate false claims.

If you believe you have faced illegal discipline, discrimination (different treatment) or retaliation (negative consequences), you may file a complaint with the [Integrity Helpline](#) or the [Oregon Bureau of Labor and Industries](#).



### Our responsibilities for preventing fraud, waste and abuse

- Only bill for services that were actually provided to the patient or the costs you are allowed to bill for based on what was done. Make sure all codes are accurate and all financial reports, technical reports and bills sent to the government and other organizations are accurately documented.
- Never do anything illegal or inappropriate that could lead to a false claim for payment. Illegal and inappropriate practices may include but are not limited to:
  - Making a patient's diagnosis seem different than it is in order to charge for more expensive services or more services.
  - Billing separately for services that should be billed together in order to get more money for each service.
  - Billing for care that the patient did not really need.
  - Charging costs to a grant that the grant is not allowed to pay for.
  - Agreeing or signing your name to a statement about someone's effort when you know it is not true.
  - Charging things to a grant fund for the specific purpose of spending all the grant money ("spending it out").
- All bills should be based on what is documented about the services and supplies provided. There should always be documents to back up the reason for the bill. Follow all policies related to billing and documentation.
- Never submit a false claim for payment. The Federal False Claims Act prohibits knowingly submitting a false claim to a federal payer for reimbursement.
- Vendors and Business partners are required to notify us immediately if they have been excluded or debarred (prevented) from participating in federal health care programs for any items or services they furnish, order or prescribe.

## Insider trading

During our work for OHSU, we may hear information about publicly traded companies. It is important to know that we are prohibited from trading in shares of stock or bonds, or passing information on to other people (this is called "tipping") who trade shares of stock or bonds based on what we told them. Trading stocks or bonds based on information that is not publicly available to ordinary investors is called "insider trading." Refer to the [OHSU Board of Directors Insider Trading Policy \(2003-09-12\)](#) for more information.



### Our responsibilities for insider trading

- Do not buy or sell securities (shares of stock, bonds) of any company on the basis of information that is not available to the general public.
- Be especially careful what you say or write when you respond to requests for restricted information, even from OHSU's business partners, strategic alliances or other vendors. Even casual conversation could be viewed as "tipping" of inside information.

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# Code of conduct and you

## Code of conduct and you

Our Code of Conduct provides a framework to guide us in making ethical decisions and acting with integrity when interacting with and supporting our coworkers, students, learners, patients and broader community.

### As an OHSU member, it is your responsibility to:

- Read, understand and follow the Code and other OHSU policies and procedures.
- Abide by the principles of the Code.
- Ask questions regarding the contents of the Code and understand how the contents relate to your role at OHSU.
- Seek guidance from your manager, academic program, the Legal or Integrity departments, or other relevant subject matter experts to ensure you have a well rounded perspective.
- Carefully consider your decisions and the potential impact on OHSU members, patients, visitors, and the communities we serve.

Effective communication of the OHSU Integrity Program across all levels of the organization is crucial. Integrity is a shared responsibility, and each of us plays a role in upholding its principles.

By fostering a culture of open communication and collaboration, we can ensure that our Integrity Program is well-understood and effectively implemented throughout OHSU.



The Integrity Department welcomes constructive input regarding the Integrity Program and the Code of Conduct. If you have any comments, suggestions, or questions, please submit them to the Integrity Department. Your feedback is valuable in helping us continuously improve and strengthen our compliance efforts.

### Contact the Integrity Department:

**Phone:** 503-494-8849

**Email:** [integrity@ohsu.edu](mailto:integrity@ohsu.edu)

Raise a concern: [ohsu.edu/helpline](https://ohsu.edu/helpline)



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# Glossary

# Glossary

## Abuse

Pertaining to Fraud, Waste and Abuse, abuse is defined as actions that can cost government programs money unnecessarily. Abuse usually means billing for items or services when the patient and health care provider should not, by law, receive them. Abuse is different from fraud because the provider did not intend to deceive the program in order to get the higher payment.

For more information review the [OHSU Integrity Booster, Fraud, Waste and Abuse O2 page](#).

## Anti-racist institution

“An antiracist institution is an institution that creates policies, practices, and procedures to actively promote racial equity and justice.” (Kendi, Ibram X. How to be an antiracist. One world, 2019)

Learn more in [OHSU’s Institutional Anti-Racism Guidebook](#).

## Bullying

Bullying can be harmful words or actions that humiliate, degrade, demean, intimidate, and/or threaten a person or people.

Learn more in [OHSU’s Prohibition on Bullying Policy \(03-05-606\)](#).

## Confidential Employees

OHSU has identified certain employee positions as Confidential Employees when acting in their confidential role and professional capacity. Confidential Employees will not share information disclosed to them with others without the permission of the person making the disclosure or as required or permitted by applicable law, such as cases involving imminent risk of serious harm, abuse or neglect or court orders or subpoenas of records.

The following employees are Confidential Employees under the DHR policy and Respect for All Guide, when acting in their confidential role:

- All health care and mental health professionals providing care as a treating professional at OHSU, when acting in their professional, confidential role. When they are not providing treatment, they are required to report. Example: If a physician is treating an employee patient for a wellness visit and the employee patient discloses a sexual assault, the physician is not required to report. However, if the same physician and employee interact outside of a treatment appointment and the employee discloses a sexual assault, the physician would be required to report.
- Employees at the Student Health and Wellness Center, the School of Medicine Resident and Faculty Wellness Program, Employee Assistance Program, Confidential Advocacy Program, Confidential Advocacy Program for Employees, Mental Health Resource Navigation and Bridge Counseling in Occupational Health, Ombuds, and OCIC Confidential Intake Specialists when acting in their confidential role. When they are not providing treatment or services, they are required to report.

Note: Some of these resources do not have a legal privilege of confidentiality, and their information could be subpoenaed in a court of law, or an external legal authority may compel disclosure. Exceptions to confidentiality are limited to imminent threats to safety and mandatory reporting, such as child abuse.

Learn more in OHSU’s [Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#) and the [Respect for All Guide](#).

## Discrimination

Discrimination is when someone treats people in unfair or harmful ways because they belong to, or appear to belong to, a protected group or characteristic. Discrimination can be any behavior that affects employment, education or treatment or that creates a hostile environment. (OHSU Office of Civil Rights Investigations and Compliance)

Learn more in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Discriminatory misconduct

Conduct that includes Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Sexual Assault, Domestic Violence, Dating Violence, Stalking, and Sexual Exploitation, and Retaliation.

Learn more in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Fraud

Lying about something or making it appear different than it really is, on purpose in order to gain something by deception. Fraud is intentional and results in a dishonest profit or benefit for the person, company or other organization that commits the fraud. Medicare defines fraud as “knowingly and willfully executing (doing), or attempting to execute, a scheme or artifice (fakery) to defraud (steal from) any health care benefit program.” This definition is supported by a U.S. law called the Health Care Fraud Statute (18 U.S.C. § 1347). This law makes fraud a criminal offense.

For more information review the [OHSU Integrity Booster, Fraud, Waste and Abuse O2 page](#).

## Harassment

Harassment is a form of discrimination that targets a person or a group of people. Harassment can be verbal, visual, physical or any other type of behavior that intimidates, threatens or creates a hostile environment.

Learn more in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Hostile Environment

A hostile work or learning environment is one where there are frequent or severe events of prohibited behavior. The behavior may be verbal, non-verbal or physical. An employer, teacher, co-worker, vendor or fellow student can create a hostile environment. For more information refer to [OCIC Civil Rights Policies and Resources](#).

## Insider Trading

OHSU bonds and other obligations issued under or pursuant to its Master Trust Indenture (“OHSU Bonds”) are securities for purposes of the application of Insider Trading Laws (the Insider Trading and Securities Fraud Enforcement Act of 1988). [OHSU Board of Directors Insider Trading Policy](#) sets out restrictions on the trading of OHSU Bonds by OHSU Directors, officers and employees of OHSU.

## Integrity

To commit to a set of values and principles and consistently acting in an ethical and honest way.

## Learner

A person who is enrolled as a student in an academic program leading to a certificate or degree or who is a participant in a training program.

## Microaggression

Commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory racial slights. These messages may be sent verbally, ("You speak good English"), non-verbally (clutching one's purse more tightly around people from certain race/ethnicity) or environmentally (symbols like the confederate flag or using Native American mascots). Such communications are usually outside the level of conscious awareness of perpetrators.

Learn more in [OHSU's Inclusive Language Guide](#).

## Political activities

Activities for or against (promoting or opposing) any political committee or any initiative, referendum or recall petition, measure or candidate. Political activities do not include activities for or against (promoting or opposing) proposed legislation that may become law, unless the proposed legislation is one that results in a referral to an election.

Learn more in OHSU's [Political and Public Activities and Candidates for Public Office \(03-30-003\)](#) and [Relationships with Federal, State or Local Government \(03-30-005\)](#) policies.

## Protected Health Information (PHI)

Individually identifiable health information, including demographic data, which either identifies the individual or for which there is a reasonable basis to believe such information can be used to identify the individual and relates to:

1. the individual's past, present, or future physical or mental health or condition;
2. the provision of health care to the individual; or
3. the past, present, or future payment for the provisions of health care to the individual.

PHI does not include employment records that are maintained by OHSU as an employer or education and other records subject to, or defined in, the Family Educational Rights and Privacy Act.

## Racism

A system of inequality in which discrimination on the basis of race is institutionalized.

For more information review the [OHSU Institutional Anti-Racism Guidebook](#).

## Restricted Information

Includes all information that OHSU has a contractual, legal, or regulatory obligation to safeguard in a specified manner. In some cases, a breach or loss of this data would require OHSU to notify the affected individual(s) or regulatory authorities. Restricted Information must be protected against unauthorized disclosure or modification and should only be used as necessary for business purposes. For more information, see [ISP-02, Data Classifications](#) for details.

## Retaliation

Retaliation is a serious offense that can result in disciplinary action.

Retaliation is a negative action taken against an OHSU member because they reported a concern, took part in a protected activity or were part of an investigation. (OHSU Office of Civil Rights Investigations and Compliance)

Learn more in [OHSU's Discrimination, Harassment and Retaliation Policy \(03-05-048\)](#).

## Student

An individual formally admitted and matriculated into an OHSU or joint OHSU/partner institution academic degree or certificate program; or an individual registered and currently enrolled in an OHSU academic course.

## Waste

The Centers for Medicare and Medicaid (CMS) defines "waste" as practices that are not needed and cost Medicare money that did not need to be spent. Waste is generally not considered criminal, but it is a misuse of resources.

For more information review the [OHSU Integrity Booster, Fraud, Waste and Abuse O2 page](#).





**RESOLUTION 2024-10-12  
OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS**

**(Approval of Revised OHSU Code of Conduct)**

**WHEREAS**, the Board of Directors initially approved the OHSU Code of Conduct on August 15, 2000, and the Code of Conduct has played an important role as the foundation of OHSU's integrity-based compliance program; and

**WHEREAS**, OHSU's Board of Directors believe it is important to periodically review and update the Code of Conduct and management presented a revised version for consideration at the September Board of Directors meeting; and

**WHEREAS**, the Board of Directors provided input and recommended edits to the revised version of the Code of Conduct, which accompanies this Resolution, and wishes to adopt it.

**NOW, THEREFORE, BE IT RESOLVED:**

1. Revisions to the OHSU Code of Conduct are approved as official Board of Directors policy. Management is directed to disseminate the revised Code of Conduct to all OHSU employees, students and others to whom it will apply, and to provide appropriate education about it to existing and new OHSU personnel.
2. The Board of Directors recommends that the board of the OHSU Foundation adopt the revised OHSU Code of Conduct.
3. The Board of Directors delegates to the President authority to amend the OHSU Code of Conduct from time to time as deemed appropriate by the President. However, no amendment shall take effect unless and until Board members have been given at least thirty (30) days prior notice of the proposed amendment.

4. The Board of Directors reserves the authority to amend or replace the OHSU Code of Conduct, as it deems appropriate.

This Resolution is adopted this 25<sup>th</sup> day of October, 2024.

\_\_\_\_\_ Yeas

\_\_\_\_\_ Nays

\_\_\_\_\_ Abstentions

Signed by the Secretary of the Board of Directors this 25<sup>th</sup> day of October, 2024.

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Connie Seeley  
Board Secretary





**RESOLUTION 2024-10-13  
OREGON HEALTH & SCIENCE UNIVERSITY  
BOARD OF DIRECTORS**

**(Approval of Committee Appointments)**

**WHEREAS**, the Board wishes to identify and appoint Board members to serve on each of the Board Committees, the Integrity Program Oversight Council, the University Health System Board, and the Healthcare Strategic Oversight Committee.

**NOW, THEREFORE, BE IT RESOLVED:**

The following persons shall be appointed to the following committees and shall serve at the pleasure of the Board of Directors:

**Finance and Audit Committee**

Jim Carlson (Chair)  
Wayne Monfries  
Chad Paulson  
Maria Rodriguez  
Steve Zika

**Human Resources Committee**

Sue Steward (Chair)  
Jim Carlson  
Wayne Monfries  
Chad Paulson  
Sue Steward

**Governance Committee**

Susan King (Chair)  
Ruth Beyer  
Claire Ivan  
Sue Steward

**Board Members Appointed to Integrity Program Oversight Council**

Claire Ivan  
Calvin Jara  
Susan King  
Steve Zika

**Board Members Appointed to University Health System Board**

Ruth Beyer  
Maria Rodriguez  
Steve Zika

This Resolution is adopted this 25<sup>th</sup> day of October, 2024.

\_\_\_\_\_ Yeas  
\_\_\_\_\_ Nays  
\_\_\_\_\_ Abstentions

Signed by the Secretary of the Board on October 25, 2024.

\_\_\_\_\_  
Connie Seeley  
Board Secretary



Date: October 18, 2024

To: Members of the OHSU Board of Directors

From: Chad Paulson, OHSU Board Chair

RE: FY 25 Presidential Goals

Dear colleagues,

As board chair, one of my responsibilities is to work with the president to set his goals for the coming year. Attached, for your consideration, are goals we have developed considering the strategic imperatives of the university in FY 25. I am seeking your advice and counsel on the proposed goals, and look forward to a robust discussion at the upcoming board meeting.

Sincerely,

Chad Paulson



## Fiscal Year 2025

1. Meet board-approved budget targets for FY '25, where the enduring objective is to generate the resources needed to invest in people, programs, places, and the things members need to serve OHSU's missions.
2. Achieve day 1 readiness related to the Legacy Integration by fully staffing and operationalizing the transition integration management office (TIMO) in anticipation of regulatory approval and to maximize preparation for closure; to include:
  - Selection of integration consultant(s) for Legacy Health System member substitution,
  - Identification of which workstreams to prioritize, and
  - Identification of the workstream leaders and their expected work products.
3. Implement all the recommendations from the Schneider report, focusing on hiring the necessary personnel and finalizing changes to policies and procedures to continue efforts to improve work culture and the environment for all members.
4. Hire permanent OHSU Health executive vice president and chief executive officer, as well executive vice president and chief research officer.
5. Work with representatives of the OHSU community, including faculty senators and labor partners, to develop and implement a campus engagement and communication plan for the president and senior executive leaders by the end of the second quarter that is responsive to the top 3 issues identified in the most recent Press Ganey Survey.

## Glossary of Terms

A3 – Single page strategy

AAEO – Affirmative Action and Equal Opportunity

AAV - Adenovirus-associated virus

ACA - Affordable Care Act. The Patient Protection and Affordable Care Act, often shortened to the Affordable Care Act (ACA) or nicknamed Obamacare, is a United States federal statute enacted by the 111th United States Congress and signed into law by President Barack Obama on March 23, 2010

ACGME – Accreditation Council for Graduate Medical Education

ADA – Americans with Disabilities Act

AFSCME - American Federation of State, County and Municipal Employees. A union that represents OHSU classified employees.

AH - Adventist Health.

AHC - Academic Health Center. A partnership between healthcare providers and universities focusing on research, clinical services, education and training. They are intended to ensure that medical research breakthroughs lead to direct clinical benefits for patients.

AHEC – Area Health Education Centers

AHEC SW - AHEC South West of Oregon located in Roseburg, OR

AHRQ – Agency for Healthcare Research and Quality

AI/AN - American Indian/Alaska Native

AMD - Age-Related Muscular Degeneration is a common eye condition and a leading cause of vision loss among people age 50 and older.

AMP - Antibody-mediated protection clinical trial to prevent HIV acquisition

APP – advanced practice providers

APR - Academic Program Review: The process by which all academic programs are evaluated for quality and effectiveness by a faculty committee at least once every five years.

ARRA - American Recovery and Reinvestment Act of 2009.

A/R - Accounts Receivable. Money owed to a company by its debtors

ART – Antiretroviral therapy

ASF - Assignable Square Feet. The sum of all areas on all floors of a building assigned to, or available for assignment to, an occupant or specific use

AVS – After visit summary

A&AS – Audit and Advisory Services

Beat AML - collaborative clinical trial for acute myeloid leukemia

BERG – Black Employee Resource Group

bNAAb – Broadly neutralizing antibody

BRB - Biomedical Research Building. A building at OHSU

BS – Bachelor of Science

CAGR - Compound Annual Growth Rate measures the annual growth rate of an investment for a time period greater than a year

CAO - Chief Administrative Officer.

Capex - Capital expense

CAUTI – catheter associated urinary tract infections

CDI – Center for Diversity & Inclusion

CDI – Clostridium Difficile Infection

C Diff – Clostridium Difficile

CEAH - Cascades East AHEC, located in Bend, OR

CEI - Casey Eye Institute. An institute with OHSU

CFO - Chief Financial Officer.

CHH - Center for Health & Healing Building. A building at OHSU.

CHH-2 - Center for Health & Healing Building 2. A building at OHSU

CHIO – Chief Health Information Officer

CLABSI – Central line associated bloodstream infections

Clery – Clery Act requires colleges and universities to report campus crime data, support victims of violence, and publicly outline the policies and procedures they have put into place to improve campus safety

CLSB - Collaborative Life Sciences Building. A building at OHSU.

CMH - Columbia Memorial Hospital. A hospital in Astoria, Oregon

CMHI – Center for Mental Health Innovation.

CMI - Case Mix Index. Relative value assigned to a diagnosis-related group of patients in a medical care environment.

CMS - Centers for Medicare & Medicaid Services. A federal agency within the United States Department of Health and Human Services (HHS) that administers the Medicare program and works in partnership with state governments to administer Medicaid, the Children's Health Insurance Program (CHIP), and health insurance portability standards. In addition to these programs, CMS has other responsibilities, including the administrative simplification standards from the Health Insurance Portability and Accountability Act of 1996 (HIPAA), quality standards in long-term care facilities (more commonly referred to as nursing homes) through its survey

and certification process, clinical laboratory quality standards under the Clinical Laboratory Improvement Amendments, and oversight of HealthCare.gov.

CPI - Consumer Price Index measures the average prices of goods & services in the United States.

CY - Current Year.

DAC- Diversity Advisory Council

DEI – Diversity, Equity, & Inclusion

DEIB – Diversity, Equity Inclusion and Belonging

Downstream referral activity - specialty referrals that generate a higher margin and result from the primary care activity.

Days Cash on Hand - The number of days that OHSU can continue to pay its operating expenses with the unrestricted operating cash and investments.

DCH - Doernbecher Children's Hospital. A building at OHSU.

DMD - Doctor of Dental Medicine.

DNP - Doctor of Nursing.

DNV – Det Norske Veritas

E&M – Evaluation and management

EBIT - Earnings before Interest and Taxes. A financial measure measuring a firm's profit that includes all expenses except interest and income tax.

EBITDA - Earnings before Interest, Taxes, Depreciation and Amortization.

ED - Emergency Department. A department in OHSU specializing in the acute care of patients who present without prior appointment.

EHR - Electronic Health Record. A digital version of a patient's medical history.

EHS – Environmental Health and Safety

EMR – Electronic medical record

ENT - Ear, Nose, and Throat. A surgical subspecialty known as Otorhinolaryngology.

Envelope - HIV surface protein that is the target of bNAbs

EPIC - Epic Systems. An electronic medical records system.

EPMO – Enterprise Program Management Office

ER - Emergency Room.

ERG – Electroretinography is an eye test used to detect abnormal function of the retina.

ERG – Employee Resource Groups

ERM - Enterprise Risk Management. Enterprise risk management in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives.

EVP – Executive Vice President

FTE - Full-time equivalent is the hours worked by an employee on a full-time basis.

FY - Fiscal Year. OHSU's fiscal year is July1 – June30.

GAAP - Generally Accepted Accounting Principles. Is a collection of commonly-followed accounting rules and standards for financial reporting.

GASB - Governmental Accounting Standards Board. Is the source of generally accepted accounting principles used by state and local governments in the United States.

GDP - Gross Domestic Product is the total value of goods and services produced within a country's borders for a specified time period.

GIP - General in-patient

GME - Graduate Medical Education. Any type of formal medical education, usually hospital-sponsored or hospital-based training, pursued after receipt of the M.D. or D.O. degree in the United States This education includes internship, residency, subspecialty and fellowship programs, and leads to state licensure.

GPO –group purchasing organization

H1 – first half of fiscal year

H2 – second half of fiscal year

HAC – hospital acquired conditions

HAI – hospital acquired infections

HCAHPS – Hospital Consumer Assessment of Healthcare Providers and Systems

Hospice GIP – Hospice General In-patient

HR - Human Resources.

HRBP – Human resources business partner

HRSA - Health Resources and Service Administration, federal agency under Health and Human Services

HSE – Harvard School of Education

HSPH – Harvard School of Public Health

IA - Internal Arrangements. The funds flow between different units or schools within OHSU.

ICU - Intensive Care Unit. A designated area of a hospital facility that is dedicated to the care of patients who are seriously ill

IGT - Intergovernmental Transfers. Are a transfer of funds from another government entity (e.g., county, city or another state agency) to the state Medicaid agency

IHI – Institute for Health Care Improvement

IMPACT - International Maternal Pediatric Adolescent AIDS Clinical Trials Network

INR – International Normalised Ratio  
IP – In Patient  
IPA – In Patient Addition  
IPS – Information Privacy and Security  
ISO – International Organization for Standardization

KCC - Knight Cancer Center. A building at OHSU.  
KCRB – Knight Cancer Research Building  
KPI – Key Performance Indicator  
KPV - Kohler Pavilion. A building at OHSU.

L – Floor Level  
L&D - Labor and Delivery.  
LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer  
LOI - Letter of Intent. Generally used before a definitive agreement to start a period of due diligence before an enduring contract is created.  
LOS – Length of stay

M - Million  
MA – Medicare Advantage  
M and A - Merger and acquisition  
MBCT – Mindfulness-Based Cognitive Therapy  
MBU - Mother-Baby Unit. A unit in a hospital for postpartum women and their newborn.  
MCMC - Mid-Columbia Medical Center. A medical center in The Dalles, OR.  
MD - Doctor of Medicine.  
MOU—Memorandum of Understanding  
MPH - Master of Public Health  
MRSA – Methicillin-resistant staph aureus

NAPLEX – North American Pharmacist Licensure Examination  
NCLEX – National Council Licensure Exam  
NCI – National Cancer Institute  
NEOAHEC - Northeast Oregon AHEC, located in La Grande, OR  
NFP - Not For Profit.  
NICU - Neonatal Intensive Care Unit specializes in the care of ill or premature newborn infants.  
NIH - National Institutes of Health. A part of the U.S. Department of Health and Human Services, NIH is the largest biomedical research agency in the world.  
NOL - Net Operating Loss. A loss taken in a period where a company's allowable tax deductions are greater than its taxable income. When more expenses than revenues are incurred during the period, the net operating loss for the company can generally be used to recover past tax payments.  
NPS: Net Promotor Score.  
NWCCU - Northwest Commission on Colleges and Universities: OHSU's regional accrediting body which is recognized by the U.S. Department of Education as the authority on the educational quality of institutions in the Northwest region and which qualifies OHSU and our students with access to federal Title IV student financial aid funds.

O2 – OHSU's Intranet  
OBGYN – Obstetrics and Gynecology  
OCA - Overhead Cost Allocation. Internal OHSU mechanism for allocating overhead expenses out to departments.  
OCBA – Oregon Commission on Black Affairs  
OCIC – Office of Civil Rights Investigations and Compliance  
OCNE - Oregon Consortium for Nursing Education. A partnership of Oregon nursing programs.  
OCR – Office of Civil Rights Federal Office  
OCT - Optical Coherence Tomography is a non-invasive imaging test.  
OCTRI - Oregon Clinical & Translational Research Institute. An institute within OHSU.  
OHA - Oregon Health Authority. A government agency in the state of Oregon  
O/E – observed/expected ratio  
OHSU—Oregon Health & Science University  
OHSUF - Oregon Health & Science University Foundation.  
OHWI - Oregon Pacific AHEC Center located in Lebanon, OR  
ONA - Oregon Nurses Association. Professional association for nurses in Oregon.  
OPAHEC - Oregon Pacific AHEC Center located in Lebanon, OR  
ONPRC - Oregon National Primate Research Center. One of seven federally funded National Primate Research Centers in the United States and a part of OHSU.  
OP – Outpatient. If your doctor sends you to the hospital for x-rays or other diagnostic tests, or if you have same-day surgery or visit the emergency department, you are considered an outpatient, even if you spend the night in the course of getting those services. You only become an inpatient if your doctor writes orders to have you formally admitted.  
OPP – OHSU Practice Plan

OPAM - Office of Proposal and Award Management is an OHSU department that supports the research community by providing pre-award and post-award services of sponsored projects and awards.  
OPE - Other Payroll Expense. Employment-related expenses for benefits which the university incurs in addition to an employee's actual salary.  
Opex - Operating expense  
OR - Oregon  
OR - Operating Room. A room in a hospital specially equipped for surgical operations.  
OSU - Oregon State University.

P - Parking Floor Level  
PAMC - Portland Adventist Medical Center.  
PARS - Physician Advice and Referral Service  
PaWS - Parking and Workplace Strategy  
PCLF - Primary Care Loan Forgiveness program. Oregon program that covers tuition in exchange for a service commitment. Students enroll during the mid-point of their education.  
PDT - Photodynamic Therapy is a treatment that uses special drugs and light to kill cancer cells.  
PEP - post-exposure prophylaxis  
Perinatal Services - Before and after birth care  
PERI-OP - Perioperative. The time period describing the duration of a patient's surgical procedure; this commonly includes ward admission, anesthesia, surgery, and recovery  
PERS - Public Employees Retirement System. The State of Oregon's defined benefit plan.  
PET/MRI - Positron Emission Tomography and Magnetic Resonance Imaging. A hybrid imaging technology that incorporates MRI soft tissue morphological imaging and positron emission tomography PET functional imaging.  
PharmD - Doctor of Pharmacy  
PHB - Portland Housing Bureau  
PPI - Physician preference items  
PPO - Preferred Provider Organization. A type of health plan that contracts with medical providers, such as hospitals and doctors, to create a network of participating providers. You pay less if you use providers that belong to the plan's network.  
Prgogrm - Program  
PSI - Patient safety intelligence  
PSU - Portland State University.  
PTO - Personal Time Off. For example sick and vacation time.  
PV - Present Value. The current value of a future sum of money or stream of cash flows given a specified rate of return.  
PY - Previous Year.

Quaternary - Extension of Tertiary care involving even more highly specialized medical procedures and treatments.

R&E - Research and Education  
RAPP - Research Administration Partner Pod  
RFP - Request for Proposal  
RJC - Racial Justice Council  
RLSB - Robertson Life Sciences Building  
RN - Registered Nurse.  
ROI - return on investment  
RPA - Robotic Process Automation. Refers to software that can be easily programmed to do basic tasks across applications just as human workers do  
RPV - revenue per visit

SAMHSA - Substance Abuse Mental Health  
SAVE Act - The Campus Sexual Violence Elimination Act  
SBAR - Situation, Background, Assessment, Recommendation  
SCB - Schnitzer Campus Block  
SG&A - Selling, General and Administrative expenses. A major non-production cost presented in an income statement  
SHOI - Students for a Healthy Oregon Initiative. Oregon program that covers tuition in exchange of a service commitment. Students enroll at admission.  
SIPP - Suicide Prevention, Prevention, Postvention Plan  
SLM - Senior Leadership Meeting  
SLO - Student Learning Outcomes Assessment: The process of establishing learning goals, providing learning opportunities, measuring student learning and using the results to inform curricular change. The assessment process examines whether students achieved the learning goals established for them.  
SMMART - Serial Measurements of Molecular and Architectural Responses to Therapy  
SoD - School of Dentistry  
SoM - School of Medicine. A school within OHSU.  
SoN - School of Nursing  
SOPs - Standard Operating Procedures  
SPCP - Suicide Prevention Coalition and Partnership  
SPH - School of Public Health. A school within OHSU.  
SPD - Sterile Processing Department. An integrated place in hospitals and other health care facilities that performs sterilization and other actions on medical devices, equipment and consumables.



SSI – Surgical site infection

TBD – To be decided

Tertiary - Highly specialized medical care over extended period of time involving advanced and complex procedures and treatments.

THK – Total hip and knees

TIC – Trauma Informed Care

Title IX - The U.S. Department of Education's Office of Civil Rights enforces, among other statutes, Title IX of the Education Amendments of 1972. Title IX protects people from discrimination based on sex in education programs or activities that receive federal financial assistance. Title IX states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

TTBD - Technology Transfer & Business Development supports advancement of OHSU research, innovation, commercialization and entrepreneurship for the benefit of society.

UBCI – Unconscious Bias Campus – wide initiative

Unfunded Actuarial Liability - Difference between actuarial values of assets and actuarial accrued liabilities of a pension plan.

Represents amount owed to an employee in future years that exceed current assets and projected growth.

UO—University of Oregon

UPP - University Pension Plan. OHSU's defined benefit plan.

URM – underrepresented minority

USMLE – United States Medical Licensing Examination

VAWA – The Violence Against Women Act

VBP – Value-based purchasing

VEC – Vaccine Equity Committee

VGTI - Vaccine and Gene Therapy Institute. An institute within OHSU.

VTE – venous thromboembolism

WACC - Weighted Average Cost of Capital is the calculation of a firm's cost of capital in which each capital category is proportionately weighted.

WMG – Wednesday Morning Group

wRVU - Work Relative Value Unit. A measure of value used in the United States Medicare reimbursement formula for physician services

YoY - Year over year.

YTD - Year to date.