

OPSC Board of Directors Meeting Agenda

September 11, 2023 | 3:00 – 5:00 p.m. | Virtual Meeting

3:00 10 min	Welcome & Introductions	Bob Dannenhoffer, Chair, Board Members
3:10 5 min	Housekeeping	Bob Dannenhoffer
3:15 10 min	Patient at the Center	Bob Dannenhoffer
3:25 15 min	Treasurer’s Report	Jessica Morris
3:40 40 min	Executive Director’s Report	Valerie Harmon
4:20 10 min	Board Membership Update	Bob Dannenhoffer
4:30 15 min	Board Member Candidates†	Bob Dannenhoffer, All
4:45 5 min	Public Comment*	Bob Dannenhoffer
4:50 5 min	Upcoming Board Meetings	Bob Dannenhoffer
4:55	Adjourn‡	Bob Dannenhoffer

*Public comment can be submitted in advance of the meeting. Details are available on the Oregon Patient Safety Commission website (<https://oregonpatientsafety.org/governance>).

† The executive session is being held pursuant to ORS 192.660(2)(a). This law allows OPSC Board members to meet in executive session to consider the employment of a public officer, employee, staff member of individual agent. No final decision will be made during the executive session. Public session will follow where resolution may be adopted.

‡ Board members will receive a meeting evaluation via email.

Oregon Patient Safety Commission Mission

To reduce the risk of serious adverse events occurring in Oregon's healthcare system and encourage a culture of patient safety.

Board of Directors Group Agreement

- Be respectful
- Communicate openly
- Let everyone speak and be heard
- Do not conduct sidebar conversations
- Do not monopolize
- Actively listen
- Use differences to your maximum advantage
- Be honest

OPSC Board of Directors Meeting Summary

June 13, 2023 | 12:00 – 2:00 p.m. | Virtual Meeting

This meeting summary provides an overview of the information shared during this meeting, along with motions and votes. For complete contents of this meeting, a [video recording](#), including chapters for each agenda item, is available on [OPSC’s YouTube channel](#).

Attendees		Present	Virtual	Absent
Board Members	Amanda Bemetz (Nurse)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Lisa Bui (Public Purchaser)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Hollie Caldwell (Faculty Member)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Smitha Chadaga (Physician)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Bob Dannenhoffer (Physician)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Mary Engrav (Vice-chair, Health Insurer)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Katie Hufft (Pharmacist)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Kristi Ketchum (Ambulatory Surgery Center Representative)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Judy Marvin (Chair, Health Insurer)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Leah Mitchell (Treasurer, Hospital Administrator)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Jessica Morris (Healthcare Consumer)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Dana Selover (Public Health Officer)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Erin Sprando (Nursing Facility Representative)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
OPSC Staff	Valerie Harmon (Executive Director)			
	Stephanie Warren (Program Assistant)			
	Sydney Edlund (Director of Program and Policy Analysis)			
	Megan Deardorff (Finance Manager)			
Guests	Miranda Brown (Brink Communications)			
	Mireaya Medina (Brink Communications)			

Agenda Items

<p>Welcome, Introductions, and Public Comment</p> <p>Mary Engrav, Board Members, Public</p>	<p>Meeting Convened: Oregon Patient Safety Commission (OPSC) Board of Directors was called to order by Mary Engrav at 12:02 p.m. New board members Hollie Caldwell and Erin Sprando were welcomed. Board members introduced themselves.</p> <p>Action Item: Approve April 11, 2023, Meeting Minutes</p>
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Mary Engrav called for a motion to approve the April 11, 2023, OPSC Board meeting minutes.

- **Motion:** Bob Dannenhoffer moved to approve the April 11, 2023, OPSC Board meeting minutes and Leah Mitchell seconded.
- **Vote:** Mary Engrav called for a vote to approve the April 11, 2023, OPSC Board meeting minutes and Stephanie Warren conducted a roll call vote. Amanda Bemetz, Lisa Bui, Smitha Chadaga, Bob Dannenhoffer, Mary Engrav, Katie Hufft, Kristi Ketchum, Leah Mitchell, and Jessica Morris voted in favor. The motion passed.

All members acknowledged receipt of consent agenda materials.

Patient at the Center
Valerie Harmon, Board Members

Valerie shared the video “Responding to Patient Safety Incidents - Valerie's Story” from the National Health Service (NHS) England. The video highlights the need for transparency with patients about adverse events and how biases (e.g., age, gender) can further erode the patient-provider relationship.

[Watch the video](#) on YouTube.

Board Discussion

Valerie Harmon opened the meeting for discussion. Board members discussed how errors are often reflective of larger system issues, the importance of providing support for healthcare workers when errors occur, and how varied patient experiences can be after medical harm events.

[Listen to the Board discussion](#)

Treasurer’s Report
Leah Mitchell

2023 Patient Safety Reporting Program (PSRP) Fee Collection

- Per ORS 293.231, Oregon Department of Revenue is collecting past due accounts on behalf of OPSC.

2021-2023 Financial Review Timeline

- Financial review results, together with any recommendations to management, will be presented to the Board in December 2023.

Budget to Actual: Biennium Forecast 2021-2023

- Revenue is anticipated to come in above budget by around \$12,000.
- Expenses are anticipated to come in less than budgeted by around \$344,000, which includes depreciation expense.
 - Bob Dannenhoffer requested an explanation of “depreciation expense”; Megan Deardorff explained the depreciation expense was from OPSC’s office relocation and tenant improvement costs.

Board Membership Update
Valerie Harmon, Mary Engrav

Board Membership and Status

- **Open Seats:** Healthcare Consumer, Hospital Administrator, Labor Representative, and Private Purchaser of Healthcare.
- **Upcoming Open Positions or Needed Reappointments:** Hospital Administrator (or their designee), Healthcare Consumer, Nurse.

Action Item: Nominate Candidates

Mary Engrav called for a motion to nominate Candidate A for the open Hospital Administrator position and Candidate B for reappointment to the Healthcare Consumer position, for the Governor’s consideration.

- **Motion:** Bob Dannenhoffer moved to nominate Candidate A and Candidate B, and Kristi Ketchum seconded.
- **Vote:** Mary Engrav called for a vote to nominate Candidate A for the open Hospital Administrator position and Candidate B for the reappointment to the Healthcare Consumer position for the Governor’s consideration. Stephanie Warren conducted a roll call vote. Amanda Bemetz, Lisa Bui, Hollie Caldwell, Smitha Chadaga, Bob Dannenhoffer, Mary Engrav, Katie Hufft, Kristi Ketchum, Leah Mitchell, and Erin Sprando voted in favor. Jessica Morris voted in favor for the nomination of Candidate A and abstained from voting for Candidate B. The motion passed.

Action Item: Elect Officers

Mary Engrav called for a motion to consider interested candidates for the Chair and Treasurer positions on the OPSC Board of Directors.

- **Motion:** Leah Mitchell moved to nominate Bob Dannenhoffer as Board Chair and Jessica Morris as Treasurer, and Katie Hufft seconded.
- **Vote:** Mary Engrav called for a vote to nominate Bob Dannenhoffer as Board Chair and Jessica Morris as Treasurer, and Stephanie Warren conducted a roll call vote. Amanda Bemetz, Lisa Bui, Hollie Caldwell, Smitha Chadaga, Mary Engrav, Katie Hufft, Kristi Ketchum, Leah Mitchell, and Erin Sprando voted in favor. Bob Dannenhoffer and Jessica Morris abstained. The motion passed.

Next Steps

- **Nominations:** OPSC will provide the OPSC Board’s nominations to the Governor’s Office for the Governor’s consideration.
- **Board Member Recruitment:** OSPC will continue to share membership opportunities through its communication channels and talk with interested candidates. Board members will share opportunities with their networks, as appropriate.

Executive Director’s
Report
Valerie Harmon

OPSC 2023-2025 Biennial Budget

- Funding for the Early Discussion and Resolution (EDR), provided by Oregon Health Authority (OHA), may be delayed, as OHA’s budget approval requires legislative approval.

2021-23 Financial Review (ORS 182.464)

- Contract finalized and review scheduled to start September 2023.

Board Meeting Cadence Update

- Quarterly schedule for board meetings beginning September 2023.
- Special meetings for candidate nominations will be scheduled during the summer, as needed.

Governor’s Expectations for Oregon Agencies

- Oregon Department of Administrative Services (DAS) hosting a workgroup for smaller agencies to address performance reviews for agency directors.
- Strategic planning guidance has been posted by DAS. OPSC will work with Executive Committee on finding a facilitator.

EDR Priorities

- Outreach strategy development with Brink Communications.
- Data process strategy development with Center for Outcomes Research and Education (CORE).
- Other priorities include workflow standardization and document management strategy.

OPSC and PACT Partnership Update

- PACT Collaborative Oregon Cohort Virtual Information Session scheduled for Thursday, June 22, 2023, from 11-11:30 a.m. (PT). A recording of the session will be available after the event.

PSRP Priorities

- Quality improvement/modernization plan with the passing of Senate Bill 229, effective January 1, 2024.
- Annual report to be published and shared by the end of June 2023.

Patient Safety Reporting Program Annual Report Review and Feedback

Valerie Harmon

Board members were encouraged to provide written feedback by June 16, 2023, to Valerie at valerie.harmon@oregonpatientsafety.org.

Next Steps

- OPSC will incorporate any needed changes and board feedback, publishing the report no later than June 30, 2023.
- OPSC will submit the report to legislative committees on healthcare.
- Annual report will be posted on OPSC’s website and distributed via email and on social media.

Early Discussion and Resolution Outreach Strategy Update

Miranda Brown, Mireaya Medina, Brink Communications

Miranda Brown and Mireaya Medina presented an overview of the strategic communications and outreach plan that Brink Communications has developed for OPSC’s Early Discussion and Resolution program. Miranda and Mireaya shared about the priority audiences, key findings from stakeholder interviews, communication strategies, and next steps.

[Listen to Brink’s presentation.](#)

EDR Data Strategy Recommendations

Sydney Edlund

Center for Outcomes Research and Education (CORE) completed their work and submitted their final report and recommendations in early April 2023.

Sydney provided an overview of CORE’s 28 recommendations and noted OPSC’s prioritized recommendations for 2023 implementation:

- Give patients/family members a unique login so they can check and update information over time (5a)
 - Add patient race/ethnicity and patient language to the Request for Conversation (1a & 1b)
-

-
- Add an intake interview question to the Request for Conversation (2a)
 - Make small changes to existing questions (2d & 5c)
 - New or revised Resolution Report questions, including the satisfaction question (4a-4h)
-

Upcoming Board Meetings and Adjourn

Valerie Harmon, Mary Engrav, Board Members

Tentative: Summer 2023 Special Board Meeting

- Nominate Board Candidates

September 2023: Regular Board Meeting

- Governor Kotek’s Agency Expectations Progress Update
 - Strategic planning
 - Executive Director review
- Program Priority Updates

Fall 2023: Strategic Planning

- Develop a Strategic Plan (Due before end of 2023)

Meeting Adjourned: 2:00 p.m.

The meeting schedule and materials will be available on [Our Governance page](#) of the OPSC website.



OPSC Board of Directors

September 11, 2023 | Virtual Meeting

Building a culture of safer care—*together*

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1

3 Meeting Tips & Tricks



To decrease background noise, please stay muted when not speaking

Microsoft Teams:
Click the microphone icon to mute/unmute

Phone:
Dial *6 to mute/unmute



Feel free to use the “raise hand” function in Microsoft Teams



Say your name before speaking so we know who’s talking

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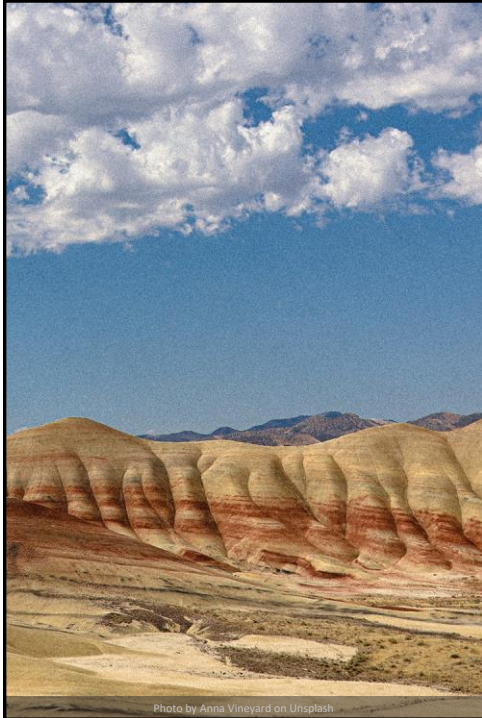
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Welcome and Introductions

Bob Dannenhoffer, Chair, Board Members

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3



Housekeeping

Bob Dannehoff, Chair

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4

Today's Agenda

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4:50 5 min	Upcoming Board Meetings	Bob Dannenhoffer
4:55	Adjourn	Bob Dannenhoffer

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5

Other Items

- **Action Item:** Approve Minutes from the June 13, 2023 Board Meeting.
- Acknowledge Receipt of Meeting Materials

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6



Patient at the Center

Bob Dannenhoffer, Chair

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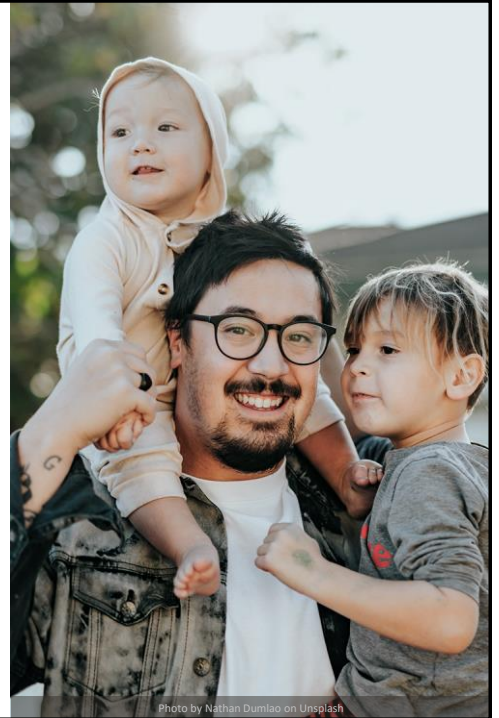


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Treasurer's Report

Jessica Morris, Treasurer

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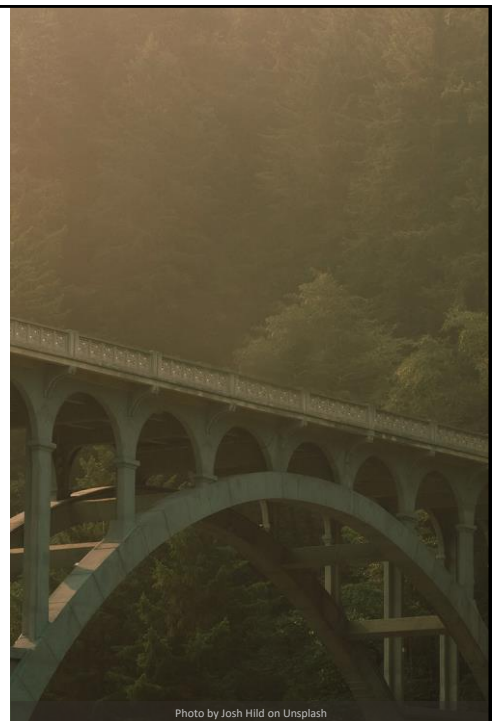


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General Updates

2023 PSRP Fee Collection

- 99.6% of fees collection as of June 2023

2021-2023 Financial Review

- Requirement for Semi-Independent State Agencies (ORS 182.464)
- Estimated Timeline:
 - Fieldwork: September 2023
 - Draft Report: November 2023
 - Board Review Draft Report: December 2023



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Investment Activity Update

- Investment Fund Transfer
 - Executive Committee is responsible for investment activity
 - **Investment Goal:** To maximize investment return and optimize operating cash requirements.
 - **Fund transfer occurred August 18, 2023:** \$220,258 transferred from Local Government Investment Pool (LGIP) account to OPSC checking account



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Actual Compared to Budget: 2021-23 Biennium

June 30, 2023	Biennium-To-Date Actual	Biennial Budget	Biennium Variance Over / (Under)
Revenue:			
PSRP Funds	1,587,736	1,613,372	(25,636)
EDR Funds	1,950,000	1,950,000	0
Other Revenue	66,452	23,740	42,712
Total Revenue	3,604,188	3,587,112	17,076
Expense:			
Personnel	2,615,412	2,799,621	(184,209)
Service and Supplies	489,084	787,491	(298,407)
Total Expense	3,104,496	3,587,112	(482,616)
Non-Cash Depreciation Exp	(147,698)		(147,698)
Change in Net Assets	351,993		351,993

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11

Statement of Financial Position (Slide 1 of 2)

	6/30/2023	6/30/2022
ASSETS:		
Cash and Cash Equivalents	307,367	570,371
LGIP Investment Account	2,073,567	1,515,714
Accounts Receivable	3,521	3,005
Other	141,182	171,772
Total Assets	2,525,636	2,260,862
LIABILITIES:		
Accounts Payable	9,010	6,445
Accrued Payroll & Related	187,243	166,973
Lease Liabilities	72,989	
Total Liabilities:	269,241	173,417

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12

13

Statement of Financial Position (Slide 2 of 2)

	6/30/2023	6/30/2022
NET ASSETS:		
Net Assets Without Restrictions		
PSRP Funds	864,255	567,294
Fixed Assets	71,776	161,982
Total Net Assets Without Restrictions	936,031	729,276
Net Assets With Restrictions		
EDR Funds	1,320,364	1,358,169
Total Net Assets With Restrictions	1,320,364	1,358,169
Total Net Assets	2,256,395	2,087,445
Total Liabilities and Net Assets	2,525,636	2,260,862

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Executive Director's Report

Valerie Harmon, Executive Director

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Oregon Agency Expectations: Governor Kotek

Expectation	Timing	Status
Performance Reviews for Agency Directors (OPSC BOD)	Every 2 years	Not started
Performance Feedback for Employees	Quarterly	Meeting
Supporting Strategic Planning and Measuring Agency Performance (OPSC BOD)	By June 1, 2024	In progress
Succession Planning for the Workforce	By December 31, 2023	Not started
State Government Commitment to Diversity, Equity, and Inclusion: <i>Affirmative Action Plan</i>	Approved Q1 2023 <i>Update annually</i>	Meeting
State Government Commitment to Diversity, Equity, and Inclusion: <i>Diversity, Equity, and Inclusion Plan</i>	Draft By June 1, 2023 <i>Update every 2 yrs.</i>	Meeting
Agency Hiring Practice: <i>Position Fill Time</i>	50 days or less	Not started
Developing New Employees and Managers: <i>Benefits/Onboarding/Customer Service/New Manger Training</i>	Within: 30/60/60/90 days of hire	Meeting
Agency Emergency Preparedness: <i>Continuity of Operations Plan</i>	September 30, 2023	In progress
N/A to OPSC: <i>Audit Accountability, IT Strategic Plan, Measuring Employee Satisfaction</i>		

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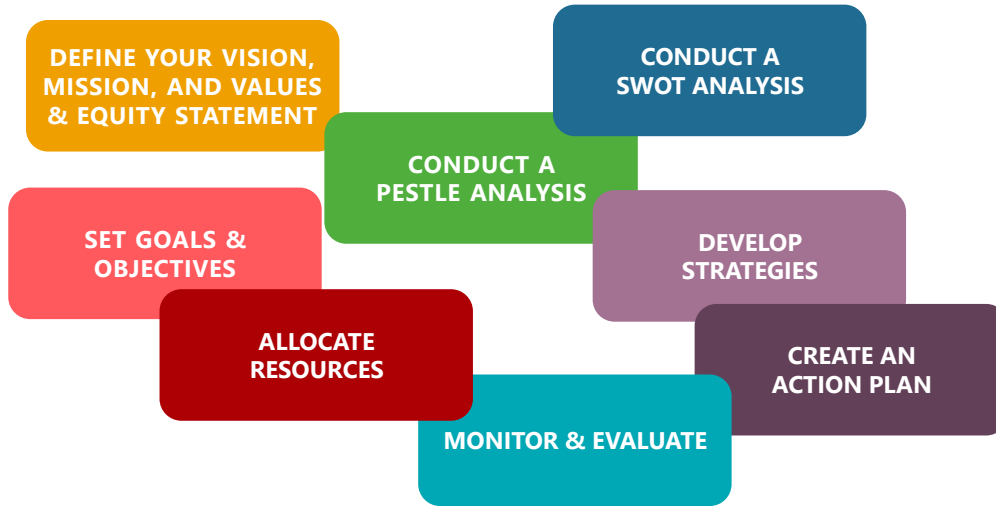
Strategic Planning Process

- Timeline
 - October: Planning Session with Board and Staff
 - December: Draft Plan to Board
- Will incorporate required elements from Governor’s Agency Expectations

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Strategic Plan Required Elements

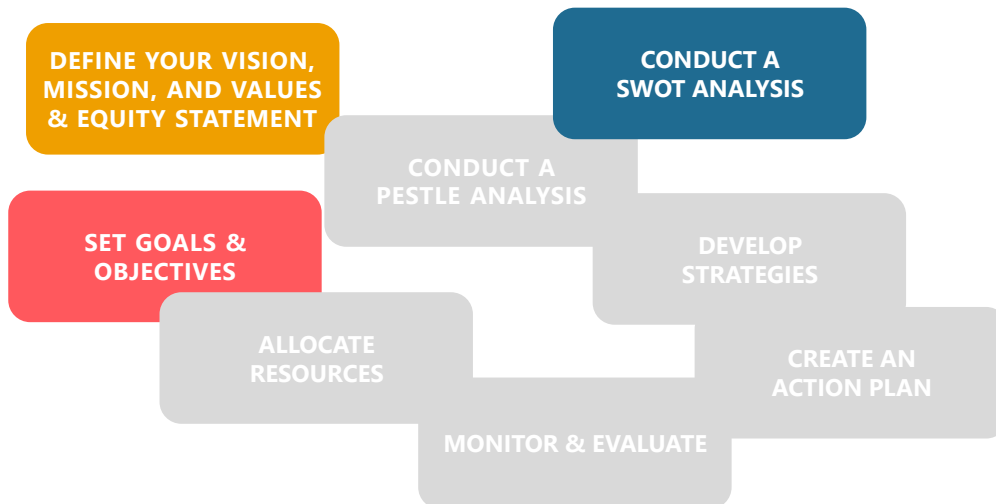


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17

Focus Strategic Plan Elements for Planning Session



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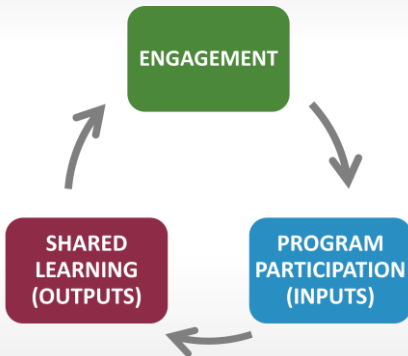


18

16

OPSC Strategic Model Draft: Where We Want to Go

- Work in progress!
- Guided by our mission and mandates
 - All our work fits into one of these categories
 - Being strategic about our work by making connections between our actions and outcomes we want to see
 - Use as lens for strategic planning process
- Mindful of level of effort vs. level of impact
 - Working smarter not harder!



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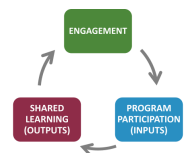


19

Assessing OPSC's Communications

• Our Focus

- Accessibility: Are we ensuring equitable access to all that OPSC has to offer?
- Efficiency: Are we using our resources (people, time, funding) in the best way?
- Measurement: Do we know what's working and what changes we need to make?
- Brand Awareness: Do people know who we are? Can they find us? How can we use data to inform our efforts?



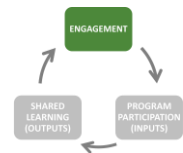
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20

17

Supporting Provider Engagement with PACT

- PACT: Pathway to Accountability, Compassion & Transparency
 - Program to help build capacity for responding to and learning from patient harm
 - Recruitment efforts
 - Integrated approach: Social Media Posts, Emails, Phone Calls
 - Summary of progress
 - How can you help?
 - How can you get more involved?

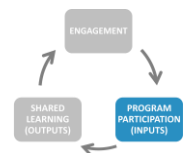


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21

Goal: New EDR Data Strategy

- Implement the new EDR data process strategy to ensure a cohesive set of data practices that will support effective program operations as well as the learning and program evaluation needs of OPSC’s staff, board of directors, and the Task Force.

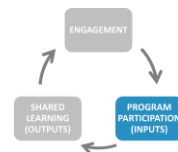


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22

New EDR Data Strategy

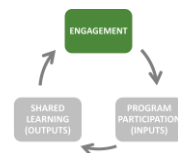
Recommendations Prioritized for 2023	Status
Give patients and family members a unique login so they can check and update information over time	In progress
Add patient race/ethnicity and patient language to the Request for Conversation	In progress
Add an intake interview question to the Request for Conversation	In progress
Make small changes to existing questions	In progress
New or revised Resolution Report questions, including the satisfaction question	Not started



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Goal: Develop Public Outreach Strategy

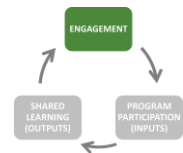
- In 2023, develop an outreach strategy that incorporates key EDR stakeholder groups and prioritizes equitable information dissemination to increase awareness about and use of EDR.



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Develop Public Outreach Strategy

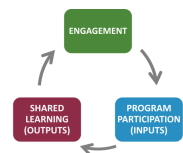
Current Priorities	Status
Run ad in Oregon Trial Lawyers Association (OTLA) magazine	Complete
Develop communications & outreach strategy recommendations	Complete
Identify & prioritize outreach strategy recommendations	In progress
Audit the accessibility of communications and develop improvement recommendations, as aligned to OPSC's Diversity, Equity, and Inclusion Plan	In progress
Implement accessibility improvements throughout all communications and channels	Not started
Create project plans & implement outreach strategy recommendations	Not started



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Goal: Modernize PSRP

- Modernize outdated language and specifications in Oregon's Patient Safety Reporting Program (PSRP) to keep pace with Oregon's evolving healthcare system.

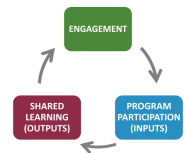


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Modernize PSRP

Current Priorities	Status
Modernize communication interface between OPSC and PSRP participants	Complete
Revise PSRP statute in the 2023 Legislative Session	Complete
Revise PSRP Oregon Administrative Rules	In progress
Develop and implement a plan to operationalize updates to PSRP	Not started

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Other Items

- EDR Funding Update: Interagency Agreement Status
- Annual EDR Report Approach
 - Report from Task Force on Resolution of Adverse Healthcare Incidents to Legislature
- 20th Annual Northwest Patient Safety Conference: “Bringing Patient Safety to Life”
 - October 17 – 18, 2023, 8:00 AM – 1:00 PM
 - Registration Free to OPSC Board Members

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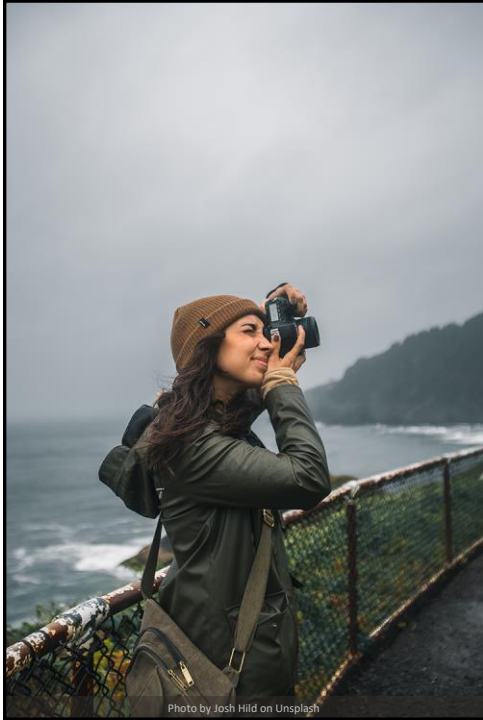


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Board Membership Update

Bob Dannenhoffer, Chair

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OPSC Board Membership & Status

Seat	Seat Name	Current Member	Term (End Date)	Status
1	Faculty Member	Hollie Caldwell	1 st (07-01-2026)	●
2	Private Purchaser of Healthcare	Unfilled		●
3	Public Purchaser of Healthcare	Lisa Bui	2 nd (09-30-2026)	●
4	Healthcare Consumer	Unfilled		●
5	Healthcare Consumer	Jessica Morris TREASURER	1 st (09-30-2023)	●
6	Health Insurer	Judy Marvin	2 nd (09-30-2024)	●
7	Health Insurer	Mary Engrav VICE-CHAIR	1 st (09-30-2024)	●
8	Labor Representative	Unfilled		●
9	Physician	Smitha Chadaga	1 st (09-30-2024)	●
10	Physician	Bob Dannenhoffer CHAIR	1 st (09-30-2024)	●
11	Hospital Administrator (or designee)	Unfilled		●
12	Hospital Administrator (or designee)	Leah Mitchell	2 nd (09-30-2023)	●
13	Pharmacist	Katie Hufft	1 st (07-01-2026)	●
14	Ambulatory Surgery Center Rep.	Kristi Ketchum	1 st (09-30-2024)	●
15	Nurse	Amanda Bemetz	1 st (09-30-2023)	●
16	Nursing Facility Rep.	Erin Sprando	1 st (07-01-2026)	●
17	Public Health Officer (or designee)	Dana Selover	n/a	●

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Board Candidate Nomination

ORS 442.830 (4): The OPSC Board nominates candidate(s) for vacant positions, which are forwarded on to the Governor for consideration. If appointed by the Governor, the candidate(s) must then be confirmed by the Senate.

Action Item: Vote to nominate Candidate A for the Governor’s consideration for following OPSC Board position:

- Position 12: Hospital Administrator (or designee, new Appointment)

Next Steps: OPSC will pass along any OPSC Board candidate nominations to the Governor’s Office.



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Public Comment

Bob Dannenhoffer, Chair

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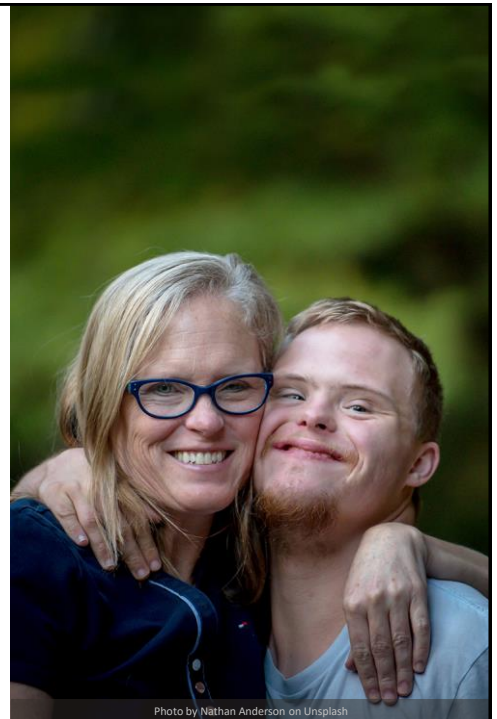


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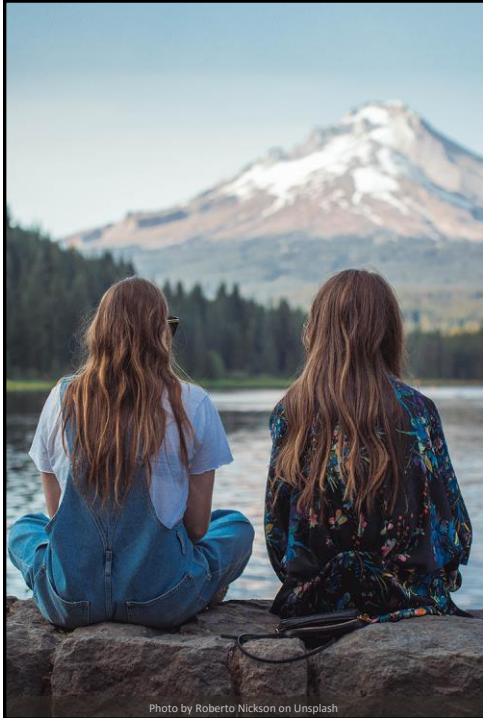


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Upcoming Meetings

Bob Dannenhoffer, Chair

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33

Mark Your Calendars!

October 20, 2023: Strategic Planning Session

- Portland area location: TBD, public listen-in option

December 4, 2023: Board Meeting

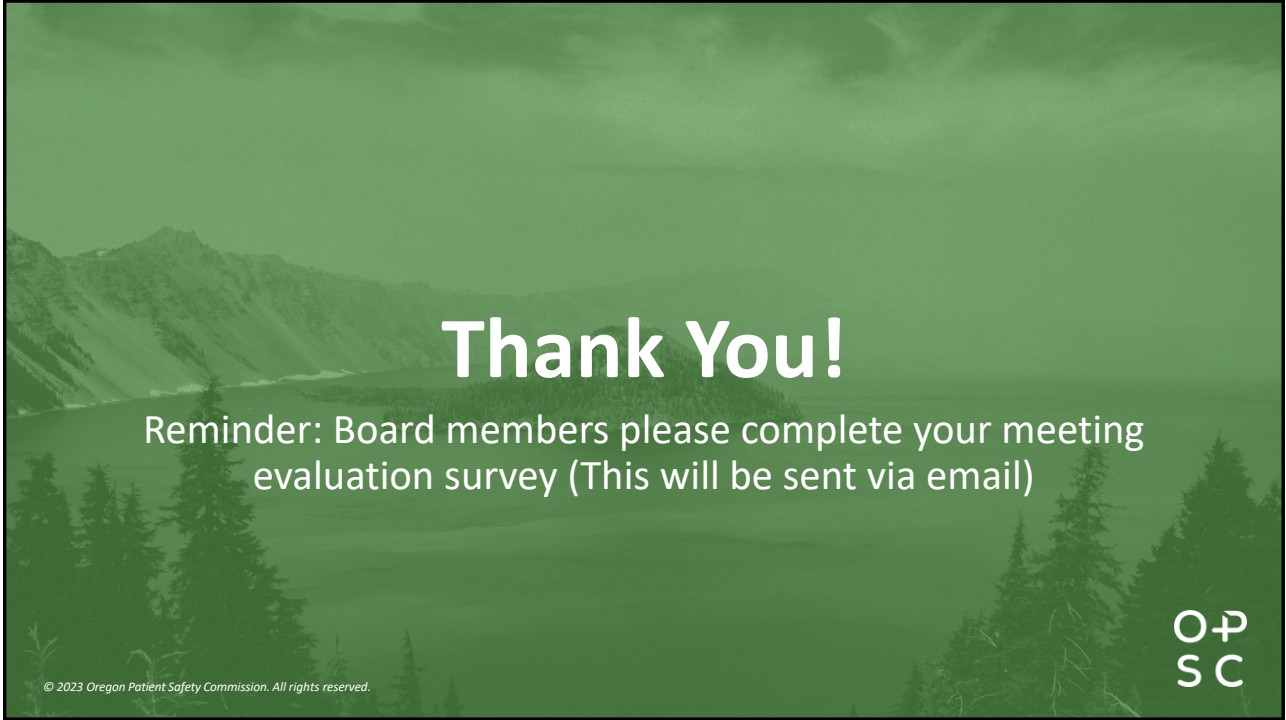
- 3:00 – 5:00 p.m., Virtual meeting
- Agenda Items
 - Agency Expectations Update
 - EDR Annual Report Feedback
 - Draft Strategic Plan
 - 2021-23 Financial Review Draft Report

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34

24



Thank You!

Reminder: Board members please complete your meeting evaluation survey (This will be sent via email)



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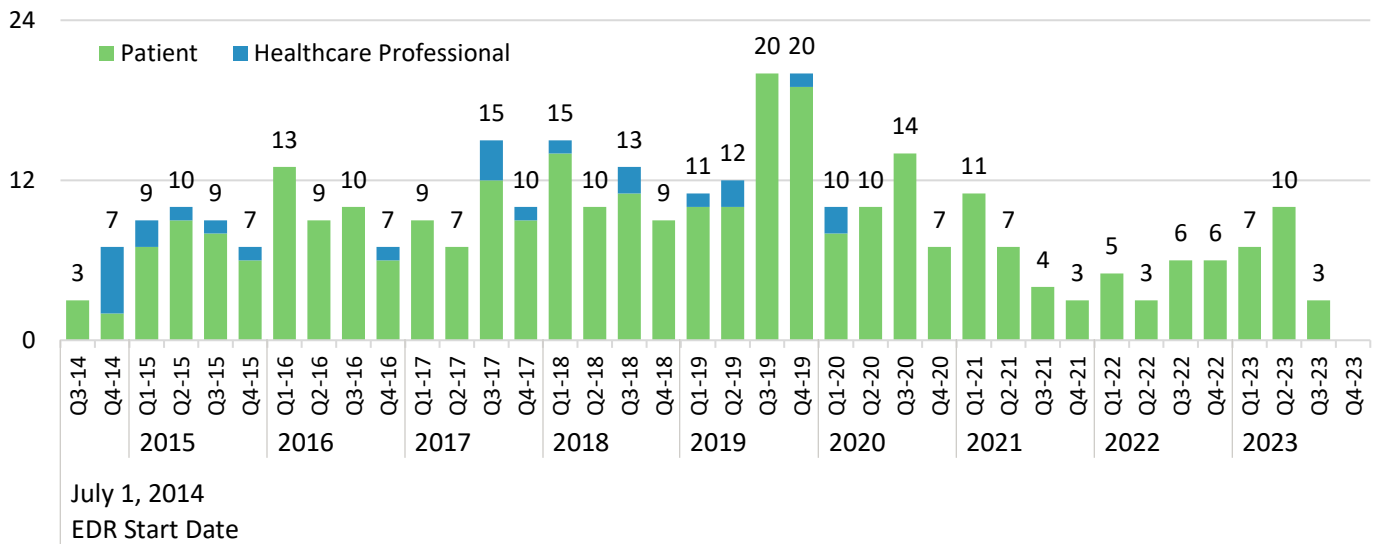
EDR Data

Timeframe: July 1, 2014—August 28, 2023

Total Requests
341

At Least One
Resolution Report
258
76% of requests

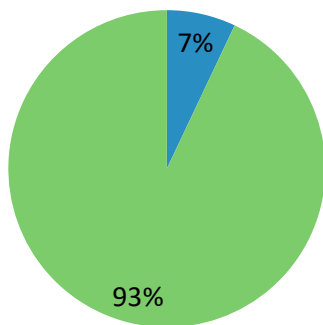
Number of Requests for Conversation



Requests for Conversation by Requester Type

n=341

Healthcare professional (Blue), Patient (Green)



Patient Filer Types

n=317

Patient	317	86%
Patient Rep	43	14%
Adult Child	15	5%
Spouse	12	4%
Guardian	7	2%
Parent	7	2%
Adult Sibling	2	1%

Healthcare Professional Filer Types

n=24

Facility	14	58%
Employer	7	29%
Provider	3	13%

PSRP 2023 YTD Reporting Summary

January 1, 2023 – July 31, 2023

Quantity

Year to Date Quantity (2023 YTD)

Segment	2023 YTD Submissions	YTD Average Submissions*	Notes
ASC	20	26	ASCs have submitted about three-quarters of their three-year average.
Hospital	96	121	Hospital have submitted about 80% of their three-year average.
Nursing Facility	0	NA	No reliable average for nursing facilities due to inconsistent reporting over time.
Pharmacy	0	NA	No reliable average for pharmacies due to inconsistent reporting over time.

* YTD averages are based on the last three years of reporting data (2020-2022); there are no averages for nursing facilities or pharmacies.

Most Frequent Event Types

Most Frequently Reported Event Types by Segment (2023 YTD)

ASCs

n=20



Surgical or other invasive procedure 12 (60%)



Fall 2 (10%)



Aspiration 2 (10%)

Hospitals

n=96



Care delay 20 (21%)



Fall 18 (19%)



Pressure injury 11 (11%)

Pharmacies

n=0

Nursing Facilities

n=0