

Accepting the Challenge

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ucation.

"Everyone regrets this disruption our patients are experiencing in their care. The key message for me is the peer review process will help us be patient-centered and bring the program back as quickly as possible," he said.

The distress that the suspension caused for the university's 20 waitlisted heart transplant patients, some of whom transferred to other facilities, was something the university said it profoundly regretted.

"We are deploying every resource at our disposal to ensure they have immediate and ongoing care," the statement read.

Jacobs, who is the fifth president of Oregon's only academic health hospital, took over duties last month from Dr. Joe Robertson, who retired as OHSU president after being diagnosed with multiple sclerosis last fall. In May, the university board of directors unanimously approved the selection of Jacobs, 64, after a months-long search.

Jacobs told the Portland Observer that his previous six-year tenure as the executive vice president, provost, and

dean of the School of Medicine at the University of Texas Medical Branch helped him understand the challenges of running an academic health center.

"In terms of the academic duties that are part of a university like ours, to an academic health center, it's more about collaboration, coordination, and cultivation [rather than the command and control approach of previous models],"

Jacobs, whose calling to science and servicing communities set him on the path to medical school early on, will oversee all of the Portland-based University's operations, which include the recently completed Knight Cancer Research Building.

The state-of-the-art, 320,000-acre cancer treatment and research facility, which held an open house Saturday, was funded by the Oregon Legislature and the OHSU Knight Cancer Institute and holds the lofty aspiration of eliminating cancer completely. Thousands of donors invested in the project as part of a fundraising challenge by Nike co-founder Phil Knight and his wife, Penny.

Jacobs said the way the state legislature, governor, and citi-

zens of Oregon coalesced with OHSU to fund the center was something he admired even before taking the position.

"The tremendous spirit of collaboration is one of the attributes that drew me to OHSU," Jacobs said, adding that he's eager to see the scientific progress that comes out of the facility.

Collaboration with community stakeholders to inform strategic plans for the future was a method Jacobs used at University of Texas. He said he's in the midst of using that same approach at OHSU, the first step of which he calls a "listening tour" of people all over the state, whom he considers stakeholders of the university.

"Over the next several weeks...we'll be asking folks who are interested in the university their opinions while we craft this idea of what we want university to be in the near future--2025, for example...and then we'll work backwards to reverse engineer that process."

Jacobs predicts creating task forces that are transparent to the public and comprised of some of the hospital's 16,000 employees will be instrumental in carrying out their goals.

"We'll have to measure our success along the way. We will decide together what our key performance indicators will be and then we will decide how we will track them and then we will regularly reevaluate our progress to see if we need to decide our objectives or change our approach," Jacobs said.

Creating a strategic plan to reflect the communities' collective desired goals will be next on his to-do list, a move to build upon the strategic plan previously set in place that his predecessor, Dr. Robertson, sponsored.

The current strategic plan the university has posted on its website, called Vision 2020, lists an organization "diverse in people and ideas" as one of its goals, a tradition Jacobs plans to continue.

"I think diversity is a moral imperative. It certainly resonates with me personally," Jacobs said.

He added diverse organizations tend to better serve their faculty, staff, and clients, according to research.

An ongoing effort for staff to undergo training that is designed to thwart the negative effects of unconscious biases at the university is another measure the university is taking to ensure inclusiveness.

"We'll continue that initiative, I think that's an important one," Jacobs said.

In terms of Jacobs' education goals of the university, he advocates for a team-based, patient-centered pedagogy.

In addition to a medical doctorate, Jacobs also boasts a master's in public health and is an American College of Surgeons fellow. He's also

held faculty positions at University of Pennsylvania, Harvard, Creighton University, and Duke University, where he was chair of surgery for about a decade before moving to Texas.

As a researcher and doctor who once worked the front lines with patients, Jacob's interests included nutrition and metabolism and how that relates to caring for patients pre- and post- surgery. He also researched nuclear magnetic resonance spectroscopy of organ function, bioenergetics, and growth factors in the nutritional support of patients.

Jacobs was originally inspired to enter the science field as a child from seeing Russians making headway in the space race during the Cold War era of the 1950s with their release of Sputnik 1, the first artificial Earth satellite. He also wished to follow in the footsteps of his older sister, who was four years his senior and participated in national science foundation summer enrichment activities. But in order to reconcile the morals his parents instilled in him during his upbringing, which heavily emphasized community public service, he switched from being a full time basic science researcher to pursuing a career in medicine, with the nudging of a wise college counselor.

"Over my career it's really been about trying to figure out how to serve while also investigating problems or challenges that directly impacted patient care with the hope that I could in some way contribute to something that advanced the state of the art as regards to patient care," he said.

Community Support for Nike

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headquarters in Beaverton and along Martin Luther King Jr. Boulevard in Portland.

Kaepernick was in the Portland area Thursday to view the premiere of the highly anticipated Nike ad. The former San Francisco 49er became a voice for civil rights and justice two years ago when he started taking a knee during the playing of the national anthem in protest of officer-involved shootings of black Americans.

At Nike's "Just Do It" 30th

anniversary event, participants viewed the commercial spot featuring Kaepernick and other black athletes which premiered during the NFL season opener.

The star athlete addressed Nike officials and the public, mentioning his litigation against the NFL for being locked out of the game, saying, "We wouldn't be able to do this without your support, so special thank you to everybody and thank you for believing in me, as well as Nike and being able to do this."



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