OHSU Diversity Action Planning & Reporting Template

Creating a Community of Diversity and Inclusion

Mission: **Healthcare FY16**

**Committee:**

Kalen Beck, Operations Manager, Patient Experience
Christina Bell, Program Manager Access Initiatives
Carol Blenning, Associate Professor, Family Medicine Richmond Clinic
Adrienne Buesa, Manager, Clinical Integration (Co-Chair)
Debora Burger, Program Manager, Patient Blood Management
Fernando Divina, Executive Chef, Food and Nutrition Services
Denise Foster, Division Director, Women & Children
Mela Gant, Director, Patient Access Services
Chi Lee, Chaplain, Spiritual Services
Amy Penkin, Transgender Health Program Coordinators, Partnership Project
Sabrina Roderick, Manager, Talent Acquisition, Human Resources
Riikka Salonen, Manager of Workforce Equity and Inclusion, Human Resources (Co-Chair)

Revised: November 10, 2015
### Goal 1: Increase Recruitment

Increase recruitment and representation of diverse students, residents, fellows and faculty and the workforce throughout OHSU.

**Strategy 4: Increase diversity in the workforce across OHSU missions.**

**Tactics: 1.1 Enhance Diversity Recruitment Strategy**

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</table>
| **1.1.1 Enhance Diversity Recruitment Strategy: Bilingual Hiring** | a. Report FY15 patient volume by language for each inpatient unit and ambulatory clinic.  
b. Identify positions that should be bilingual (required) based on patient language demographics and volume.  
c. Revise position descriptions prior to posting to reflect the bilingual requirement.  
d. Partner with Talent Acquisition to plan posting of selected positions as outlined in the outreach plan. | The Healthcare Disparities Dashboard informs the Clinical Enterprise bilingual hiring strategies by providing patient demographics data.  
Bilingual workforce mirrors the linguistic needs of our patients. | June 30, 2016 (FY16) | Dan Forbes  
VP, Human Resources  
Riikka Salonen,  
Manager Workforce  
Equity/Inclusion  
Sabrina Roderick,  
Manager, Talent Acquisition & Onboarding |
| **1.1.2 Enhance Diversity Recruitment Strategy: Closing Affirmative Action Placement Goals Gaps** | a. Based on the Affirmative Action Placement Goals, develop recruitment strategies for women, underrepresented minorities, people with disabilities, and Veterans (in addition to LGBTQ community) including career fairs, minority media advertising, and partnering with community organizations.  
b. Continue the process improvement initiative with OHSU Community Advisory Council for Recruiting and Retaining People with Disabilities aiming to increase access and hiring of people with disabilities.  
c. Participate in the development and implementation of initiatives pertaining to OHSU Community Employment Committee in partnership with AFSCME and community organizations.  
d. Examine opportunities to allocate dedicated resources in leading diversity talent acquisition across OHSU. | Increase the hiring of diverse candidates including underrepresented minorities, women, people with disabilities, Veterans and service members, LGBTQ community members, and bilingual candidates. | June 30, 2016 (FY16) | Dan Forbes  
VP, Human Resources  
Joni Elsenpeter,  
Director, Central Services HR  
Riikka Salonen,  
Manager, Workforce Equity/Inclusion  
Sabrina Roderick,  
Manager, Talent Acquisition & Onboarding  
Michael Tom, Director, Affirmative Action  
Leslie Garcia,  
Interim Chief Diversity Officer |
**Goal 2: Strengthen Retention**

Strengthen retention of diverse students, residents, fellows, faculty and workforce.

**Strategy 1: Develop and implement a retention plan that drives and sustains diversity and inclusion.** Tactics: 2.1 Consider Diversity of Workforce in Operations.

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| 2.1.1 Consider Diversity of Workforce in Operations: Access to Lactation Resources. | a. Continue support with the Workplace Expression of Breastmilk Advisory Committee (WEBMAC) to develop initiatives in internal communication; space, equipment and supply allocations; training for managers and workforce; quality and safety of current spaces; and development of internal and external partnerships to support workplace breastmilk expression. | Increase access to appropriate lactation resources for workforce members, patients, and visitors. In alignment with the regional community health goals as determined by Healthy Columbia Willamette Collaborative (HCWC), the OHSU committed to WHO Baby Friendly Certification to impact the wellness of children across Oregon. | June 30, 2016 (FY16) | Jodi Coombs, VP Women & Children Services  
Sandra Lafky, Nurse Manager, Mother Baby Unit  
Amber Bruner, HR Associate Program Coordinator, Research Administration  
Denise Foster, Division Director, Doernbecher Administration  
Riikka Salonen, Manager Workforce Equity/Inclusion |
Goal 3: Improve the Climate of Inclusion

Improve the climate of inclusion throughout OHSU to support and advance diversity.

Strategy 3: Provide [promote] an inclusive and accessible environment. Tactics: 3.1 Improve Clinical Services

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<tr>
<td>3.1.3 Improve Clinical Services: Documentation of Patient Physical Accommodation Needs in Epic</td>
<td>a. Conduct analysis to understand patient demand for adaptive devices.</td>
<td>Understand the physical needs of our patients and inventory most commonly needed assisted or adaptive devices to build health equity among patients with disabilities.</td>
<td>June 30, 2016 (FY16)</td>
<td>Cynthia Grueber, Interim Senior VP OHSU &amp; Executive Director OHSU Healthcare  Riikka Salonen, Manager, Workforce Equity/Inclusion  Kalen Beck, Operations Manager, Patient Experience</td>
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### 3.1.4 Improve Clinical Services: Culturally Responsive Food & Nutrition Services

- a. Implement National Heritage Month Menus.
- b. Develop Kosher patient room service product selection.

Increase cultural curiosity of the workforce and the cultural representation of our cafeteria offerings. Increase inclusion and comfort for Jewish-faith patients and their families. 

June 30, 2016 (FY16)

Joe Ness, VP Professional Services  
Fernando Divina, Executive Chef, Hospital Food Service  
Carrie Peacock, Manager, Patient Food Services

### 3.1.5 Improve Clinical Services: Blood Management Program

- a. Research best practices for culturally responsive blood management programs.
- b. Develop partnerships with Jehovah Witness community.
- c. Conduct needs assessment pertaining to patient needs.
- d. Develop and implement a patient consultation process.
- e. Develop a standardized bloodless surgery process for managing preoperative anemia, optimizing pre-surgical planning, preparing providers for post-operative management and discharge planning.
- f. Develop and implement a follow-up process to monitor outcomes and obtain feedback.

Improve Jehovah Witness community trust, communication, patient experience, and clinical outcomes by:

- Increasing collaboration and shared decision-making with the Jehovah Witness community.
- Creating a standardized blood management approach based on best practice guidelines in conjunction with Joint Commission certification requirements.
- Ensuring care of all patients requiring bloodless surgery are coordinated, resourced, and supported.
- Holding ongoing program evaluation and improvements.

June 30, 2016 (FY16)

Joe Ness, VP Professional Services, Healthcare  
Dana Bjarnason, CNO Healthcare  
Debora Burger, Program Manager, Patient Blood Management

### 3.1.6 Improve Clinical Services: Transgender Health Program

- a. Transgender Health Committee will partner with Faculty Practice Plan and OHSU Pride in capturing providers who have transgender health subspecialty or are affirming generalists.
- b. Create HR Guideline for transitioning transgender employees.
- c. Develop Clinical Enterprise transgender health growth strategy.
- d. Develop a robust THP volunteer program.
- e. Partner with OHSU schools in developing a transgender health curriculum.

Become the employer- and provider-of-choice for transgender community members. 

June 30, 2016 (FY16)

Cynthia Grueber, Interim Senior VP OHSU & Executive Director OHSU Healthcare  
Amy Penkin, Transgender Health Program Coordinator  
Julia Lager-Mesulam, Director Partnership Program  
Riikka Salonen, Manager Workforce Equity/Inclusion
| 3.1.7 Improve clinical services: Gender Neutral Bathrooms | a. Develop university-wide policy for gender neutral bathrooms.  
   b. Map all current gender neutral bathrooms and integrate into OHSU interactive map.  
   c. Develop messaging and signage for current gender segregating bathrooms that communicates OHSU support for individuals to choose bathroom based on their self-identified gender.  
   d. Discuss with leadership phasing renovations into smaller projects to continue momentum.  
   e. Continue this work through DAC Subcommittee in partnership with Physical Access Committee. | Ensure all patients, visitors, and employees have safe and comfortable access to bathrooms that align with their gender identity and expression. | b. June 30, 2016 (FY16) | Joe Ness, VP Professional Services, Healthcare  
Michael Tom, Director Affirmative Action  
Leslie Garcia, Interim Chief Diversity Officer  
Riikka Salonen, Manager, Workforce Equity & Inclusion  
Skai Dancey, Director Facilities & Transportation  
Amy Penkin, Transgender Health Program Coordinator  
Patrick Holmes, Associate Director, Internal Communications |
| --- | --- | --- | --- | --- |
| 3.1.8 Improve clinical services: #123forEquity Pledge to Eliminate Health Care Disparities managed by the AHA’s Institute for Diversity in Health Management | a. By month one, select a quality measure to stratify by race, ethnicity, language preference, or other sociodemographic variables (i.e. income, disability status, veteran status, sexual orientation and gender identity).  
   b. By month three, determine if a health care disparity exists in the selected quality measure. If yes, design a plan to address this gap.  
   c. By month six, provide cultural competency training for all staff or develop a plan to ensure Clinical Enterprise staff receive cultural competency training.  
   d. By month nine, have a dialogue with OHSU hospital board and administrative team on representation of diversity in these executive positions and define actions to address gaps. | Fulfill the requirements of AHA #123forEquity Pledge within 9 months of signing. Align the quality measure with the Healthcare Disparity Dashboard.  
Develop an initiative with inpatient and outpatient rehab services to improve their cultural responsiveness with Hispanic patient populations.  
Enhance OHSU Compass-based cultural competence online training by integrating materials based on current best practices.  
Develop a strategy to address representation gaps based on the results of the OHSU Diversity Climate Survey, Affirmative Action placement goals, and the diversity demographics of OHSU workforce and leadership. | June 30, 2016 (FY16) | Dan Forbes, VP Human Resources  
Riikka Salonen, Manager, Workforce Equity & Inclusion  
Adrienne Buesa, Manager, Clinical Integration |
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<tr>
<th>3.1.9 Improve Clinical Service: Rehab Diversity Quality Improvement Pilot</th>
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<tr>
<td>a. Analyze FY15 Rehab patient demographics and referral data by race, ethnicity, language, and religion to determine discrepancies in patient attendance.</td>
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<td>b. Correlate language against patient's primary diagnosis to understand the most common conditions for Spanish speaking patients.</td>
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<td>c. Identify five top diagnosis among Spanish speaking patients. Translate top five relevant home care instruction handouts in Spanish.</td>
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<td>d. Translate the scheduling/appointment letter in Spanish.</td>
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<td>e. Identify the current representation of bilingual rehab professionals who passed the bilingual screening. Encourage those who have not tested since July 1, 2015, to take the test.</td>
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<td>f. Include the following standardized statement for staff, resident, intern and student assistant position postings requiring or preferring bilingual proficiency: &quot;Must be fluent in English and a specified language (preferred: Spanish, Russian, Vietnamese, Mandarin/Cantonese, Arabic or American Sign Language). Must be able to pass a language proficiency examination provided by OHSU prior to a conditional offer of employment.&quot;</td>
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<tr>
<td>g. Develop a bilingual recruitment strategy for staff, residents, interns and student assistants.</td>
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<td>Provide more culturally responsive care to linguistically diverse patients starting with Spanish-speaking patients during the pilot.</td>
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<td>Use pilot to demonstrate the application of Healthcare Disparity Dashboard in quality improvement initiatives.</td>
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<td>Integrate initiative with OHSU Clinical Enterprise’s #123forEquity Pledge to Eliminate Health Care Disparities.</td>
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<td>June 30, 2016 (FY16)</td>
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**Joe Ness, VP Professional Services**
Connie Amos, Director Rehab Services
Riikka Salonen, Manager, Workforce Equity & Inclusion
# Goal 4: Build Community Partnerships

Build and enhance community, academic and business partnerships to engage diverse communities in the achievement of OHSU missions.

## Strategy 2: Engage and partner with community-based organizations to end healthcare disparities.

### Tactics: 4.1 Understand health and healthcare disparities

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<td></td>
<td>b. Utilize the granulated data in patient experience improvement initiatives across the Clinical Enterprise.</td>
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<td>Adrienne Buesa, Manager Clinical Integration</td>
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<td>Riikka Salonen, Manager Workforce Equity/Inclusion</td>
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<td><strong>4.1.2 Understand Health and Healthcare Disparities: CCO Education on Language Services Capacity</strong></td>
<td>a. Partner with CCOs in developing educational programs for CCO staff in relation to linguistic needs of Medicaid populations.</td>
<td>OHSU has influence on CCO linguistic strategies for providing culturally responsive care for Medicaid recipients.</td>
<td>June 30, 2016 (FY16)</td>
<td>Joe Ness, VP Professional Services</td>
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<td>b. Partner with Health Share Oregon’s Cultural Competency Committee in understanding the linguistic needs of their immigrant and refugee members.</td>
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<td>Kalen Beck, Operations Manager, Patient Experience</td>
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<td><strong>4.1.3 Understand Health and Healthcare Disparities: OHA Governor’s Council Administrative Rules Pertaining to Interpreters in Oregon</strong></td>
<td>a. Partner with OHA Governors Council to review and revise administrative rules pertaining to healthcare interpreters in the State of Oregon.</td>
<td>OHSU has influence on establishing the best professional practices for interpreter competence and credentialing to meet linguistic needs of patients throughout Oregon.</td>
<td>June 30, 2016 (FY16)</td>
<td>Joe Ness, VP Professional Services</td>
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<td>Kalen Beck, Operations Manager, Patient Experience</td>
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<tr>
<td><strong>4.1.4 Understand Health and Healthcare Disparities: Establish Oregon Access Leadership Group (OLAL)</strong></td>
<td>a. Inventory all existing hospital and health system stakeholders that provide language services throughout the State of Oregon.</td>
<td>Improve language access for all Oregonians.</td>
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<td>Joe Ness, VP Professional Services</td>
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<td></td>
<td>b. Convene language service stakeholders to discuss current language access and reimbursement initiatives that impact non-English speaking Oregonians access to healthcare.</td>
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<td>Kalen Beck, Operations Manager, Patient Experience</td>
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<td>c. Develop education that increases the quality of these services stakeholder groups.</td>
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## Goal 5: Benchmark for Excellence

Develop and implement diversity and inclusion benchmarks to ensure responsibility and accountability.

**Tactic: 5.1 Health Equity Best Practices**

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| **5.1.1 Health Equity Best Practices: Benchmark to AHA Equity of Care Award Winners** | a. Partner with OHSU Division of Management in completing a capstone research project on best practices in health equity initiatives as exemplified by the winners of the AHA Equity of Care Award in response to the National Call to Action to Eliminate Health Care Disparities.  
   b. Conduct gap analysis of OHSU Clinical Enterprise current state against national best practices.  
   c. Develop a proposal for Clinical Enterprise to advance equity of care. | Identify opportunities for OHSU to strategically improve health equity initiatives across the Clinical Enterprise.  
   Provide MHA students early exposure to diversity strategic planning and health equity initiatives.  
   Generate new information for the industry and OHSU seen as a thought leader through its partnership with the AHA Institute for Diversity in Health Management. | June 30, 2016 (FY16) | Dan Forbes, VP Human Resources  
   Riikka Salonen, Manager, Workforce Equity & Inclusion  
   Ron Sakaguchi, Professor, Management Administration  
   Steve Kinder, Assistant Professor, Management Administration |
| **5.1.2 Health Equity Best Practices: Infrastructure for Equity Programming** | a. Create and hire for a 0.5 FTE Health Equity Coordinator.  
   b. Request funding for 1.0 FTE Health Equity Coordinator for FY17. | Obtain sufficient resources to sustain and grow OHSU Clinical Enterprise health equity initiatives and operations that aim to improve healthcare for all Oregonians. | June 30, 2016 (FY16) | Dan Forbes, VP Human Resources  
   Cynthia Grueber, Interim Senior VP OHSU & Executive Director OHSU Healthcare  
   Riikka Salonen, Manager, Workforce Equity & Inclusion |