

OHSU Diversity Strategic Plan (DSP)

October 2008



OREGON
HEALTH & SCIENCE
UNIVERSITY

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*Membership and policies updated April 2, 2010.



Diversity is vitally important to OHSU's evolution as a world-class health and science university. Being a diverse institution creates an intellectually vibrant climate where a variety of ideas and perspectives work together to foster innovation. Diversity is key to maintaining a competitive workforce advantage. Integrating diversity within all areas of the university and all parts of our mission is critical to OHSU's strategic goal of being a great organization, diverse in people and ideas.

Joe Robertson, MD, MBA
OHSU President

THE CHARGE

Recognizing the value that diversity enriches our campus, the OHSU Diversity Advisory Council (DAC) created a plan for supporting and enhancing an inclusive and culturally competent campus environment to allow the university community to thrive and lead diversity efforts.

The DAC advises the President and the Executive Leadership Team to enhance diversity, multiculturalism and equal opportunity for all aspects of the university's mission. As a campus-wide group, the DAC supports diversity initiatives across the university—everything from helping units understand the business case for diversity to providing practical resources for students, faculty, staff, residents, fellows and community members to advance our institutional mission.

DEFINING DIVERSITY AT OHSU

One of the DAC's first tasks was to develop a definition of diversity and a compelling diversity business case for OHSU.

Diversity Definition

Diversity at OHSU means creating a community of inclusion. We honor, respect, embrace and value the unique contributions and perspectives of all employees, patients, students, volunteers and our local and global communities. Diversity includes age, culture, disability, ethnicity, gender, national origin, color, race, religion, sexual orientation, diversity of thought, ideas and more. Diversity maximizes our true potential for creativity, innovation, quality patient care, educational excellence and outstanding service.

OHSU Policy No. 03-05-030

Diversity Business Case

Diversity is essential to realize our multifaceted mission and to set the example for integrity, compassion and leadership in health care, education, research and community service.

Diversity is fundamental to OHSU's ability to attract and retain top talent, achieve innovation and creativity, flourish in a competitive market, maximize the return on our investment in people, and ensure flexibility to thrive.

OHSU Policy No. 03-05-030

VISION

The DAC's vision is to effectively use the talent of all OHSU community members to increase innovation, productivity, satisfaction, communication, inclusion and coordination in delivering effective organizational objectives for diversity.

DAC's PLANNING PROCESS

Planning took place from April to September 2008. The DAC began by identifying existing opportunities for enhancing diversity within OHSU's existing programs, policies, procedures and institutional norms. The identified opportunities were ranked according to urgency, feasibility of improvement and congruency with OHSU's overall strategic plan, Vision 2020. From the ranking process, the DAC identified six objectives as the highest priority to address during the next five years. The recommended objectives are presented in the following section. Specific action steps will be taken to achieve the objectives, and measurements will be created to identify the success of each action.

DIVERSITY OBJECTIVES

1. Assess and enhance the university climate to support and advance diversity and inclusion.
2. Increase recruitment and representation of diverse students, residents, fellows, faculty and staff throughout the university.
3. Implement a comprehensive program to enhance retention, advancement and engagement of diverse people at OHSU.
4. Develop and implement standards to ensure responsibility and accountability for achieving OHSU's diversity, multiculturalism, cultural competency and affirmative action related goals and objectives.
5. Develop and implement a comprehensive communication plan that reflects a consistent and positive representation of diverse people and ideas throughout OHSU and the community.
6. Enhance community collaborations and business partnerships designed to engage diverse communities in healing, teaching, research and community outreach.

NEXT STEPS

This strategic plan outlines the overall structure the University seeks to achieve over the next five years. As each objective is approached, specific action plans will be published delineating the institutional authority within the organizational structure (e.g., Executive Leadership Team, deans, divisions, units) and the timeline for each action to be delivered and evaluated.

REQUIREMENTS FOR SUCCESS

Successful diversification and inclusion require the Executive Leadership Team to endorse a comprehensive and transparent diversity plan that is carried out by every member, in every mission area, and every activity of business. Integrating diversity and inclusion throughout the university requires commitment, resources, and cultural transformation. Successful and enduring diversity can only exist when certain conditions exist. These prerequisites for success include the following:

1. OHSU must continue to make a significant financial commitment and investment in individuals and programs, most notably in the areas of faculty recruitment and development of students, faculty, staff, residents, fellows and the community at large.
2. All OHSU community members must understand that issues of diversity are a shared responsibility. The goal of enhancing diversity cannot be limited to only a few individuals, units or missions.
3. Diversity is a result of coordinated and sustained efforts of all members of the campus community. It requires innovative leadership who are willing to take perceived risks and implement different strategies to build and sustain diversity throughout OHSU.
4. All OHSU members must value different people, ideas and methods in significant and meaningful ways throughout the campus community.

Objective 1

Assess and enhance the university climate to support and advance diversity and inclusion.

1. Develop and implement a university-wide diversity climate assessment and improvement process, including periodic surveys, diverse focus groups and diversity program inventories.
 - a. Publish assessment and inventory results.
 - b. Based upon assessment results, create and enhance programs and procedures supporting all elements of diversity, including race, ethnicity, gender, disability and sexual orientation.
 - c. Every three years the university will conduct a campus climate survey and compare the results to the initial baseline data to assess the effectiveness of implemented diversity initiatives. Additionally, such data will be used to guide the planning, development and implementation of future initiatives.
2. Assess, develop and enhance university policies and procedures for inclusion and incorporation of diversity.
 - a. Create and enhance policies and training to advance diversity, inclusion and cultural competency.
 - b. Increase awareness of policies and guidelines supporting diversity, such as those developed by Affirmative Action & Equal Opportunity, the Center for Diversity & Multicultural Affairs and other university units.
 - c. Implement and adopt best practices across the university.
3. Enhance accessibility at OHSU and create accessibility design standards to meet the access needs of individuals with disabilities.
 - a. Assess existing practices, policies, procedures and services for individuals with disabilities.
 - b. Increase number of construction improvement projects to eliminate barriers to accessibility in existing buildings and grounds.
 - c. Develop and adopt standards which exceed the requirements of the Americans with Disabilities Act to meet needs of individuals with disabilities.
 - d. Develop and modify university policy governing use of accessibility standards.
 - e. Implement and adopt best practices for construction design across the university.
 - f. Develop culture and sensitivity training regarding people with disabilities.
4. Create a mechanism to increase inclusion by adopting diverse images, events and activities at OHSU.
 - a. Increase the number of works of art by diverse artists or depicting diverse subjects displayed on campus.
 - b. Increase exposure of diversity within all OHSU events and activities.
 - c. Create an exhibit of diversity located in a prominent place on campus.
 - d. Create inclusive process for diversifying permanent art installations on campus.
5. Create a President's Diversity Award to recognize and honor members of the OHSU community who contribute to the advancement of diversity initiatives.
 - a. Develop and publicize award criteria with the assistance of Marketing & Communications.
 - b. Increase in the numbers of nominees and attendees at annual recognition event.

"The diversity at OHSU has enhanced our ability to care for patients of various backgrounds in a culturally sensitive way and has enhanced the experiences we share with each other in the workplace."

Leonardo Pereira, MD
Assistant Professor
Obstetrics & Gynecology





“Diversity invites a dialogue; an opportunity for people, personalities, and politics to come together to create change in a way that will not only benefit those who are in the diverse environment, but also reach beyond that environment.”

Michelle J. Singer, BS
Communications Coordinator
One Sky Center
Center for American Indian
Health Education & Research

Objective 2

Increase recruitment and representation of diverse students, residents, fellows, faculty and staff throughout the university.

1. Establish a unified process for enhancing recruitment and retention of diverse students, residents, fellows, faculty, staff and board members, and for reporting and evaluating results.
 - a. Assess existing practices, policies and procedures.
 - b. Campus units will develop, present and implement individual diversity plans consistent with the goals, principles and suggestions outlined in the diversity strategic plan. These self-developed plans will be used to help assure accountability and assess progress.
 - c. Implement recruitment best practices across the university.
 - d. Increase communication, participation and accountability by all schools and units to increase diversity of applicant pools from hiring to selection.
 - e. Expand local and national collaboration and community outreach activities to increase diversity of applicant pools.
 - f. Enhance efforts with “Employer of Choice” committee to create a recruitment resource that communicates benefits, programs and other incentives.
 - g. Increase funds for diversity outreach and enrichment activities.
2. Develop and implement a required diversity recruitment plan for faculty, research and unclassified administrative vacancies to be used by all units.
 - a. Assign a high-level university official to oversee the diversification of the faculty, residents and fellows.
 - b. Centralize efforts to establish a plan and an evaluation process followed by annual review and report.
 - c. Establish reduction target for waivers based on assessment.
 - d. Increase the number of online advertisements and printed announcements of vacancies in mainstream and diversity-focused professional organizations.
 - e. Establish diversity recruitment toolkits and provide training and support to search committees to effectively diversify search and pools.
 - f. Increase and track number of diverse members on search committees, requiring an annual search committee report from each school and unit.
3. Create new university-wide accountability and incentives for recruitment and retention of diverse students, residents, fellows, faculty and staff, including hiring bonuses, relocation packages, lab funds and program recognition.
 - a. Integrate diversity as a component for evaluating all supervisors.
 - b. Increase resources for university-supported recruitment and retention programs to enhance university outreach efforts.
 - c. Tailor existing grants and stipends to support diversity research.
4. Assess and develop a competitive benefits plan that may include childcare, parking, housing and spouse/partner employment packages.
 - a. Explore and recommend new benefits to add to the current plan.

Objective 3

Implement a comprehensive program to enhance retention, advancement and engagement at OHSU.

1. Guide OHSU Health System, Schools, Centers and Institutes and the OHSU Foundation to enhance university curriculum and training programs for inclusion and support of diversity and cultural competency.
 - a. Provide faculty and students with opportunities to cultivate and integrate cultural competency in their learning, teaching, research and campus activities.
 - b. Host diversity forums and workshops to provide resources regarding diversity ideas and multicultural perspectives to enhance curriculum, program, and service delivery content and to integrate and welcome diverse populations.
 - c. Incorporate diverse perspectives and diversity training for students, residents, fellows, faculty and staff.
 - d. Increase number of diverse speakers and topics for Grand Rounds and other university speaker programs.
 - e. Provide educational opportunities in university programming and campus event planning to enhance understanding and appreciation for diversity.
 - f. Increase community service opportunities and rotations in diverse communities across the state of Oregon.
2. Enhance career path development, guidance, support and resources for staff, faculty, residents and fellows.
 - a. Assess, enhance and develop as appropriate the university training, leadership and mentorship programs.
 - b. Create an internal fellowship program to advance research assistant professors to tenure-track positions.
 - c. Develop resources for employees to map career options.
 - d. Create and enhance communications to inform employees of current resource availability and opportunities.
 - e. Add diversity to Passport and other essential areas of employee orientation and trainings.
3. Create a welcoming environment to enhance retention of students, residents, fellows, faculty, and staff.
 - a. Update and distribute OHSU diversity resource guide.
 - b. Invite diverse students, faculty and staff to participate in Say Hey, NW! and to other local community gatherings.
 - c. Send welcome communication packet to new employees from HR.
4. Evaluate employee retention by job types, including entrance and exit interviews through a centralized process led by Human Resources.
 - a. Review trends and make recommendations for departments as needed.

"I enjoy the camaraderie of my classmates and the collaborative work environment fostered at OHSU. It seems like there is a place for all different personalities and backgrounds."

Gene Paek
Student
School of Medicine



Objective 4

Develop and implement standards to ensure responsibility and accountability for achieving OHSU's diversity, multiculturalism, cultural competency and affirmative action related goals and objectives.



"The existence of diversity in this cooperative environment serves to remind us that diversity is a strength, and not a dividing factor."

Amala Soumyanath, PhD
Associate Professor
Neurology

1. Establish guidelines for departments and units to incorporate diversity within the process of merit and promotion consistent with departmental criteria and regional standards.
 - a. Develop appraisal tools, policies and practices which include diversity accountability and progress.
 - b. Increase accountability of hiring entities for diversity outreach, hiring and appointments.
2. Evaluate OHSU Health System, Schools, Centers and Institutes and the OHSU Foundation regarding progress of diversity goals.
 - a. Publish diversity progress in evaluation materials.
 - b. Track quality and quantity of appraisals by department and units.
3. Produce an annual university report of progress toward achieving diversity, multiculturalism, cultural competency and affirmative action goals.
 - a. Develop terminology to classify identification of students, residents, fellows, faculty, staff, patients and others by adopting and using same categories and subcategories related to race and ethnicity.
 - b. Collect information and publish a document for each department and or mission measuring progress toward achieving DAC strategic plan activities on established timeline.
4. Create the position of Vice President for Diversity to lead and implement change advancing OHSU's diversity activities, strategies and initiatives across the university.
 - a. Continue to lead existing and to create new diversity initiatives throughout the university.
 - b. Evaluate and report participation of units, departments and schools to support and practice diversity strategic objectives as recommended.
 - c. Review, evaluate and report progress of tactics to President and Executive Leadership Team (ELT).
 - d. Provide advice to the President and ELT on best practices.
 - e. Serve as a central resource to the OHSU community.
5. Enhance the Diversity & Multicultural Affairs fund to support diversity and multiculturalism at OHSU.
 - a. Develop comprehensive marketing plan for DAC membership and the OHSU foundation to lead fundraising efforts for the diversity fund.
 - b. Increase amount of fund balance and number of contributors.
6. Strengthen relationships with the foundation, schools, alumni and other entities to develop diversity scholarships to increase outreach to diverse populations.
 - a. Set annual goals for fundraising and award amounts per individual units.
 - b. Create criteria for student scholarship and application stipend awards.

Objective 5

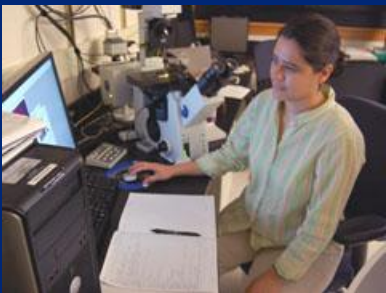
Develop and implement a comprehensive communication plan that reflects a consistent and positive representation of diverse people and ideas throughout OHSU and the community.

1. Enhance positive communication about diversity news and opportunities throughout OHSU via all forms of communication.
 - a. Integrate diversity into Marketing & Communication's communication plan.
 - b. Enhance OHSU publications to contain at least one diversity-related item with a positive message per publication.
 - c. Provide official definition of diversity and diversity-related tools in all employee and student recruitment and orientation materials.
 - d. Highlight Diversity Calendar and events to serve as a resource and opportunity to increase cultural sensitivity and understanding.
2. Develop an official OHSU definition of diversity and diversity business case statement.
 - a. Adopt definition and business case into OHSU policy.
 - b. Communicate and publish in university publications and all forms of communication official definitions.
 - c. Create official OHSU definitions for common diversity-related terminology and publish a reference glossary.
3. Enhance communication and partnership to advance diversity initiatives across OHSU Health System, Schools, Centers and Institutes and the OHSU Foundation.
 - a. Create consistent language and message of diversity in all communications.
 - b. Increase use of images and stories of diverse OHSU students, faculty, staff, patients, volunteers and the community at large.
 - c. Increase documentation of stories about diverse people and programs reflecting our missions.
4. Develop an institutional diversity website to support resources.
 - a. Create and launch website to increase diversity inclusion and awareness.
 - b. Unify resources and support individual diversity objectives.
 - c. Develop metrics to assess traffic to and use of site.
 - d. Collect and respond to feedback gathered through submissions through the site from students, residents, fellows, faculty, staff, board members, patients, collaborators and community members.
 - e. Develop a comprehensive publicity effort to promote, advertise and communicate diversity campus activities throughout the calendar year.

"I feel that all the work we do here at OHSU contribute to the general welfare of our beautiful city, our state, our country and our world - the entire world."

Donovan Redtomahawk, CMA
Research Assistant
Division of Pulmonary &
Critical Care Medicine





“Students are constantly contributing examples from their life experiences to the ongoing academic conversation. Sharing and taking ownership in our collective experiences will ultimately help us to appreciate our differences, making us stronger clinicians who are better able to solve problems.”

Jacob R. Morrow, MPH
Student
School of Dentistry

Objective 6

Enhance community collaborations and business partnerships designed to engage diverse communities in healing, teaching, research and community outreach.

1. Develop a university community engagement plan.
 - a. Increase attendance at community events and interactions between OHSU students, residents, fellows, faculty, staff, board members and the community at large.
 - b. Increase OHSU partnerships and collaborations.
 - c. Create an annual community report to inventory and track partnerships.
2. Strategically match OHSU sponsorship initiatives to engage local and national diverse communities and organizations.
 - a. Publish criteria for sponsorship qualification and consideration.
 - b. Increase the percentage of sponsorship funds donated to diverse organizations and communities.
 - c. Publish a list of OHSU-sponsored activities and encourage employees to attend in support of diversity and increase individual cultural competency.
3. Enhance the OHSU supplier, procurement and contracting program to increase inclusion of women- and minority-owned small businesses.
 - a. Create Diversity Supplier program to increase the number of contracts awarded to women- and minority-owned small businesses by Contracting Services.
 - b. Increase the percentage of overall spending and contract awards to women- and minority-owned small businesses.
 - c. Develop best practices to increase outreach with diverse community organizations and chambers of commerce.
 - d. Develop and track the number of notices in minority newspapers and other communications to reach out to diverse communities.
 - e. Review and evaluate program on an annual basis.
4. Analyze ways to increase the representation of minorities, women and other underserved populations in research trials.
 - a. Determine targets for increasing minority and women study participants based on comprehensive analysis.
 - b. Adopt centralized plan to increase representation of women and underserved populations.
 - c. Explore ways to increase research at OHSU that address health disparities.
 - d. Create a toolbox for supporting research, including promulgating information about funding opportunities.
5. Enhance the dissemination of health and education information to historically underserved populations.
 - a. Increase participation in community health fairs or other related events to deliver public health information or screenings in diverse communities.
 - b. Create a communication plan addressing the needs to produce resources and information in multiple languages.
 - c. Establish a self reporting mechanism to collect information from the various units on outreach efforts.
 - d. Increase university participation in educational outreach to promote OHSU academic programs at local and national levels.

Glossary of Key Terms

Affirmative Action

Affirmative action encompasses OHSU's legal obligation and good faith efforts to establish an affirmative action plan that includes goals and procedures for the purpose of increasing the proportion and effective utilization of minorities and women employed in positions where minorities and women are underrepresented.

Cultural Competency

Cultural competency is a comprehensive collection of behaviors, attitudes, practices and policies that creates an inclusive environment for people of diverse backgrounds. Cultural competency is achieved by integrating the awareness, knowledge base and learned skills needed to effectively and sensitively educate, work with and provide health care to people of diverse backgrounds. Striving to be culturally competent allows OHSU to best serve its diverse constituencies, including people who have been historically marginalized or excluded based on factors such as race, ethnicity, gender, sexual orientation or disability.

Diversity

Diversity at OHSU means creating a community of inclusion. We honor, respect, embrace and value the unique contributions and perspectives of all employees, patients, students, volunteers and our local and global communities. Diversity includes age, culture, disability, ethnicity, gender, national origin, race, religion, sexual orientation, diversity of thought, ideas and more. Diversity maximizes our true potential for creativity, innovation, quality patient care, educational excellence and outstanding service.

Diversity Business Case

Diversity is essential to realize our multifaceted mission and to set the example for integrity, compassion and leadership in health care, education, research and community service. Diversity is fundamental to OHSU's ability to attract and retain top talent, achieve innovation and creativity, flourish in a competitive market, maximize the return on our investment in people, and ensure flexibility to thrive.

Equal Opportunity

OHSU provides equal opportunities to all individuals without regard to race, religion, national origin, disability, age, marital status, sex, sexual orientation, military service, or any other status protected by law. This policy applies to all employment, student and patient related activities.

Inclusion

Inclusion encompasses an environment that supports and embraces members of diverse backgrounds. Inclusion enhances the environment for all members of the OHSU community by cultivating a campus climate where all members feel they belong and by encouraging engagement with multiple points of view that represent the variety of understanding and knowledge necessary for a healthy society.

"Person First" Language

"Person First" language reflects a positive approach to persons with disabilities. It involves using the term "person with a disability" in lieu of "disabled person" and other terminology that does not put the person before the disability, and avoids the use of stereotypes and negative labels such as "victim," "afflicted," "crippled" or "handicapped."

The definition of diversity, diversity business case and use of "Person First" language are incorporated into OHSU policy by the Equal Opportunity Policy (#03-05-030).

Acknowledgements

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DAC Members

The individuals pictured in this document represent the diversity that OHSU represents. Featured include:

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Diversity Advisory Council, Co-Chairs

