

# RESPECT FOR ALL.

Discrimination, harassment and bullying:  
Resources and support for employees and students



# Introduction

OHSU's discoveries, patient care and teaching are offered for the benefit of all. OHSU is a safe, respectful and welcoming place for people of all ages, cultures, abilities, ethnicities, genders, national origins, races, colors, religions and sexual orientations.

To fully leverage the richness of diversity, at OHSU, we must create, maintain and promote a community of inclusion. Inclusion means we honor, respect, embrace and value the unique contributions and perspectives of all employees, patients, students, volunteers and our local and global communities. It also includes removing barriers to individual success.

This guide will provide information on how to recognize, confront and ideally, offer early intervention strategies to prevent discrimination, harassment and bullying; it can be used to encourage a safe and respectful environment for all. This guide also offers resources for managing, responding and dealing with incidents of discrimination, harassment and bullying.

All are welcome at OHSU and all OHSU members, including faculty, staff, students, vendors, third party contractors and volunteers, as well as patients, guests and visitors are responsible for maintaining an environment free from discrimination and harassment. Discrimination and harassment have no place at OHSU and will not be tolerated. These principles are embedded in the OHSU culture, but we must redouble our commitment and raise our voice so that others may hear.

“OHSU is committed to an environment that is inclusive and safe for all. All are welcome here.”

**Danny Jacobs, M.D., M.P.H., F.A.C.S.**  
OHSU President



# RESPECT FOR ALL.

## Discrimination, harassment and bullying: Resources and Support for Employees and Students

This guide is intended to evolve and continually improve as we develop further tools and resources to assist OHSU members in managing, responding and dealing with incidents of discrimination, harassment and bullying.

If you have any comments, questions or feedback, including resources to support your fellow OHSU members, contact the AAEO Department at [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu) or 503-494-5148.

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# Definitions

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When is discrimination prohibited?

A

When based on one or more protected classes or categories.

## What is discrimination?

Discrimination is defined as treating someone or a group of people less favorably or different than another person or group because of a particular characteristic.

The law only prohibits different treatment in employment if it is based on certain characteristics. It is not unlawful to treat employees differently for other reasons. Many people use the word “discrimination” to mean “unlawful” or “prohibited” discrimination. At OHSU, discriminatory behavior may constitute a violation of the Equal Opportunity policy, the Harassment policy, and the Code of Conduct.

Protected categories include:

- Race
- National Origin/Ethnicity
- Color
- Sex / Gender
- Age, 18 and over
- Sexual Orientation
- Gender Identity/Expression
- Disability
- Religion, Creed
- Marital Status
- Whistleblower Status
- Military Service/Vets
- Use of protected leave
- Filing Civil Rights Complaint
- Pregnancy
- Many others under state and federal law

All OHSU members, including faculty, staff, students, vendors, third party contractors and volunteers, as well as patients, guests and visitors are responsible for maintaining an environment free from discrimination and harassment.



## What is unlawful harassment?

Unlawful harassment is severe, persistent, or pervasive unwelcome conduct based on someone's membership in a legally protected class, which a reasonable person would find unwelcome under the same or similar circumstances, and which creates a hostile work or learning environment. Unwelcome conduct includes words and physical actions. It can be a single unwelcome incident or a persistent pattern of unwanted behavior. At OHSU, even if harassment does not rise to the level of a Harassment Policy violation, it still may be a Code of Conduct violation.

Usually, people are under the mistaken impression that it's only considered harassment if the behavior comes from a boss or supervisor. Harassment, however, can come from other managers, employees, or even non-employees (such as patients).

*OHSU Harassment Policy No. 03-05-032*

## What are bias incidents?

Bias incidents are acts of conduct, speech, or expression that target individuals and groups based on their real or perceived membership in a protected category or protected characteristic. Freedom of speech can sometimes protect controversial ideas and sometimes even offensive and hurtful language; however, it does not protect personal threats, discriminatory conduct or other acts of misconduct that violate OHSU policies. Some acts of bias violate OHSU policies, but others may in fact be free speech, other acts of bias may not violate law or policy or may, in fact, be protected expressions of speech.

OHSU values freedom of speech and the open exchange of ideas and, in particular, the expression of controversial ideas and differing views that is a vital part of academic discourse and intellectual growth. OHSU has a right to take action when speech or expression has impacted another student, faculty or staff's ability to work and learn in an environment free of bias, while at the same time preserving freedom of expression.

### Examples of unlawful harassment can include

Name calling, insults, ridicule or mockery

Intimidation, threats or assault

Derogatory or demeaning jokes

Asking intrusive questions about someone's personal life

Viewing pornography at work

Sexual jokes or comments



### **What is sexual harassment?**

Sexual harassment is any unwelcome sexual advance, request for sexual favor, or other behavior of a sexual nature when such conduct creates an intimidating, hostile or offensive environment.

*OHSU Sexual Harassment Policy No. 03-05-035*

### **What is bullying?**

Bullying is defined as behavior that is repeated, systematic and directed towards an individual or group of individuals which a reasonable person would expect to victimize, humiliate, undermine or threaten that individual or group and which creates a risk to health and safety. Intimidation is a form of bullying where someone acts aggressively in a manner that causes someone else to reasonably fear physical harm.

## What behaviors do not constitute harassment, discrimination and bullying?

Harassment, discrimination and bullying should not be confused with legitimate comment and advice (including relevant negative feedback from managers on work performance or work-related behavior). Providing instruction and feedback regarding work performance and behavior promptly with courtesy, respect and sensitivity is expected of managers and is supported by OHSU policy.

For more information about appropriate workplace behavior, read [the OHSU Code of Conduct](#). This Code of Conduct has been adopted as policy and all OHSU Members are held to its standards. As with other OHSU policies, those who violate the Code of Conduct are subject to disciplinary action.

### The OHSU Code of Conduct applies to all OHSU Members, defined as:

- 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

### Examples of bullying can include

Intimidation

Verbal abuse or threats

Excluding or isolating people from a place/activities

Cyber bullying

Starting rumors, gossip or lies

Persistent teasing or making someone the object of jokes or ridicule

*OHSU Code of Conduct*



## Responsibilities

### See something?

Say something.

### Hear something?

Say something.

All OHSU Members are expected to behave in a professional, honest and ethical manner when acting on behalf of OHSU or participating in OHSU activities. That includes treating others with respect and dignity, including our patients, their families, visitors, vendors and other members of the OHSU community. OHSU does not tolerate harassment or bullying. This includes any conduct, whether electronic, physical, nonverbal, verbal, visual or other conduct, that disrupts another's work performance or creates an intimidating, offensive, abusive or hostile work or learning environment.

If you have a concern about a decision, behavior or action, we ask that you speak up immediately. If you are comfortable addressing the conduct in the moment, we hope you will choose to do so. OHSU has the opportunity to improve every time you ask a question or raise a concern. When you speak up to clarify a policy or report questionable conduct, you are protecting your colleagues, the interests of patients, caregivers and students and the reputation of OHSU. Remember, an issue cannot be addressed unless it is brought to the right person's attention.



## Responding to Discrimination and/or Harassment

Some suggested steps for managing the issue locally are mentioned below. You also always have the option to report to OHSU through any of the methods mentioned in the Reporting section of this guide.

- When addressing an issue, if appropriate and you are comfortable and safe doing so, it is generally best to talk directly to the individual(s) involved.
- If you are not comfortable talking directly to the individual(s) involved, discuss the concern with your supervisor or manager. If at all possible, consider directly approaching the other individual(s) involved as your first course of action.
- If you are uncomfortable discussing certain questions or concerns with your supervisor or manager, or if you have already done so and the situation remains unresolved, you are encouraged to discuss the issue with someone at a higher level of authority such as a department head or area lead.
- You may also discuss the concern with the Affirmative Action and Equal Opportunity department, an OHSU Integrity Officer, your HR Business Partner, the Legal Department and/or Public Safety department(s). For more information, see the Reporting section of this guide.
- If you do not feel comfortable with any of those steps, you may call the OHSU Integrity Hotline. These calls are not recorded. For more information, see the Reporting section of this guide.

## Retaliation is Prohibited

Regardless of the type of misconduct reported or the method of reporting, OHSU will not tolerate retaliation against anyone who makes a good faith report of an alleged violation of the law or OHSU's policies and procedures.

Retaliation occurs when someone takes an adverse action against an individual as a result of bringing forward a concern or participating in an investigation or review of a reported concern.

We view reporting as a positive action, and we take allegations of retaliation seriously. Learn how to report retaliation in the Reporting section of this guide.

### For those in management positions:

- Create a safe space by being open to understanding the issue and seek to understand what and why the individual is concerned. Avoid promising confidentiality.
- Follow up on the concern, taking action as appropriate, such as providing information or support, or referral to another resource for further review and/or assistance.
- Escalate any report of discrimination and/or harassment to your HR Business Partner and/or AAEO.
- Cooperate in any internal investigation and, when appropriate, assist with determining and implementing the appropriate corrective action.
- Maintain the privacy of your employees, only discuss the incident with those who need to know, such as HR, Legal, AAEO or Risk Management.
- Ensure that there are no further acts of misconduct or incidents of retaliation against any individual who has reported or participated in an investigation.

### As an OHSU Member our responsibilities include:

- Hold ourselves and others accountable to identify and address all forms of harassment or bullying.
- Remember that harassment and bullying violate our values and may violate the law, even when they involve individuals outside the OHSU community or acts that occur outside the workplace.
- Do not engage in degrading jokes, slurs, bigotry, physical or verbal intimidation, unwelcome sexual advances or other disrespectful conduct when interacting with others. Understand that offensive messages, derogatory remarks and inappropriate jokes are all forms of harassment and are inconsistent with our culture and beliefs.
- Speak up, be direct and tell a person if you are upset by their actions or inappropriate language. If possible, explain why and ask them to stop. Make a formal complaint if the behavior continues, if you are uncomfortable taking a direct approach, or when such resolution is not possible or appropriate.
- If someone says you are offending them with your words or actions, you should stop at once, even if you believe you are acting innocently or inoffensively.



## Inclusive Patient Care

OHSU is committed to providing inclusive patient care and will not exclude or treat people differently based on any protected class. At the same time, patients, guests and visitors are also expected to behave respectfully and OHSU will not tolerate discriminatory or harming behavior by patients, guest or visitors.

Patient related questions and concerns can be directed to the Patient Advocate Office. Patient Advocates are committed to providing patient advocacy, complaint management, crisis intervention and ethics consultation in a non-judgmental, non-defensive, harassment-free manner. Patients are expected to be respectful of all OHSU community members. If you have concerns about discriminatory or harming behavior by patients or visitors, report those to the Patient Advocate Office at 503-494-7959 or [advocate@ohsu.edu](mailto:advocate@ohsu.edu).

When patients request or refuse health care providers with specific characteristics based on discriminatory reasons, providers who receive such a request should inform the patient that OHSU is not obligated to honor that request and should immediately report the issue to their supervisor and contact the Administrator on Duty by paging 12241. Or, during normal business hours, the Patient Advocate Office.

All requests for health care professionals or other personnel with specific characteristics, except those requests approved pursuant to the process set in OHSU Policy No. HC-RI-133-POL, Patient Requests for Health Care Professionals with Specific Characteristics, must be reported to AAEO at [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu) or 503-494-5148 by the OHSU Healthcare workforce member receiving the request or by his or her supervisor (if the matter is reported to the supervisor). For more information on how to report and respond to requests of, or refusals of, health care professionals with specific characteristics, see OHSU Policy No. HC-RI-133-POL, Patient Requests for Health Care Professionals with Specific Characteristics.

# How to respond to a request for, or refusal of, health care professionals with specific characteristics

OHSU is an affirmative action and equal opportunity employer. We value diversity in our community and want to ensure that all of our team members are included and supported.

Use clarifying language if you think someone is being discriminatory to address the situation, then be sure to report the incident to the Affirmative Action & Equal Opportunity Department (AEEO) at [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu) or 503-494-5148. This page includes scripts you can use to respond to possible discrimination.

1. **Acknowledge and clarify if the request for, or refusal of, a different health care professional is discriminatory:**
  - a. *"I want to be sure I understand the reason for your request. Are you saying that you want a different provider/caregiver because of their <gender, race, religion, ethnicity, sexual orientation, etc.>?"*
2. **Take action:**
  - a. If no, identify the behaviors of the health care professional that the patient would like to change: *"I see you have some specific requests to improve your care. Let's work together with <caregiver/provider name> so we can try to meet your expectations. I'll ask <employee name> to come in so we can all talk about your request."* OR *"Let me contact your nurse and <employee name> so they can talk to you about your requests."*
  - b. If yes, focus on relevant facts/mirror mutual respect: *"I want to reassure you that all of our team members are competent and skilled. We all are specially trained to provide you with the care you need. At OHSU, we care for all individuals who need our services, and we respect all of our team members. I would be glad to (or glad to contact your nurse to) address any specific requests you feel are important to your medical care."*
3. **Reclarify your stance, if you meet resistance:**
  - a. *"I understand that you do not want <employee name> to care for you because of their <gender, race, religion, ethnicity, sexual orientation, etc.>. However, respect for all, both patients and our team members, means that we do not change our care teams based on a patient's preference for specific characteristics of our team members that is unrelated to medical need or modesty concerns."*
  - b. If person continues to object: *"If you would like, I can put you in touch with the Patient Advocate Office (or Administrator on Duty, if outside of normal business hours)."*
4. **Follow up with the team member who may have experienced discrimination:**
  - a. *"I heard/know that <patient name> said/did something that may have been hurtful or distressing to you. I want to let you know that their behavior is not acceptable to me and I am here to support you if you would like. You are a valuable member of my community and an asset to my team."*
  - b. You may also refer the team member to the **Requests for, or Refusal of, Healthcare Professionals or Other Personnel with Specific Characteristics** policy for information on resources that are available to him or her.



## How to address patients' discriminatory and/or harassing behavior towards health care professionals

OHSU is an affirmative action and equal opportunity employer. We value diversity in our community and want to ensure that all OHSU Members, visitors and guests, including patients and their family members, support and include all of our team members. Below are some options for how to deal with patients, or their family members, if they are (or if they appear to be) behaving in a harassing and/or discriminatory manner.

### Always assess the situation for safety concerns

First, if there are any safety concerns, the OHSU member should immediately discuss the issue with his or her supervisor and promptly contact the Administrator on Duty (AOD), Patient Advocates' office and/or the Department of Public Safety (Public Safety) (503-494-4444). When contacting Public Safety, consider using one of the Codes below:

- In inpatient and ED settings, if there are immediate precursors of violence, including patient self harm, use CODE GREEN. Code Green is a coordinated-team response to patient violence. It provides a well-defined process for activating a team, working through the process, and documenting and reviewing events. Activate by calling 4-4444 or 503-494-4444.
- For inpatient, ED, Marquam Hill and South Waterfront locations, Public Safety is available for emergent safety concerns by calling 4-4444 or 503-494-4444. Use the coded phrase Dr. Strong when a threatening person is within earshot and you don't want to alert them you're calling for help. To use it, call (or ask a co-worker to call) Public Safety at 503-494-4444 and ask for "Dr. Strong" to come to a specific location.
- For all other locations, please use location-specific procedures, including 911, for emergent safety issues.



## Addressing the behavior

After assessing personal safety, consider taking the following steps:

1. If you feel comfortable, remind the patient of their responsibilities, including the Patient Rights, Responsibilities and Safety policy, and implement an appropriate bystander intervention technique(s).

**BE DIRECT:** Verbally address the person(s).

- Directly confront the patient and tell them that you think their comment or behavior is offensive and hurtful; and/or
- Remind the patient they must be considerate and respectful of people who are helping or caring for them. State that they will not be reassigned for reasons related to race, gender or other characteristics unrelated to their professional role.

**ASK FOR HELP:** Alert a manager or leader and consider calling Public Safety.

**DISTRACT OR DEFUSE:** Neutralize tension by interrupting it before it escalates further.

- Pull the person who seems uncomfortable aside and ask if they are okay.

### DELAY AND FOLLOW UP

- Sometimes things happen so quickly that you can't intervene. If it's better to wait, or you miss an opportunity to directly intervene, make a plan and address the situation as soon as possible.

2. Escalate your concerns to your manager, leader or other administrative staff member.
  - The manager should ask the impacted employees whether they are still comfortable providing care to the patient or would like the patient to be reassigned to another provider. If at any time health care professionals are uncomfortable with a patient, they have a right to disengage, if it is safe to do so.
  - The manager should discuss the behavior with the patient and tell them that OHSU will not tolerate discrimination or harassment of any kind and further conduct may result in restrictions, up to and including exclusion from care.
3. Report the incident to the Patient Advocate Office ([advocate@ohsu.edu](mailto:advocate@ohsu.edu) or 503-494-7959) or Administrator on Duty.

OHSU prohibits retaliation for reporting or bringing forward any concerns. Regardless of how you decide to respond to the incident in the moment, be sure to report it to the Affirmative Action and Equal Opportunity Department (AAEO) at [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu) or 503-494-5148.



### Strategies for how to take care of yourself and others after an incident

- Consider a debrief, in the moment or shortly thereafter, with the team involved.
- Leaders should reinforce the importance of safety and well-being and remind team members of any applicable protocols for responding to similar situations.
- Explore opportunities for impacted person(s) to reflect on the encounter in written or verbal form.
- Seek support and mentorship from colleagues.

Consider accessing confidential support resources. Information on available resources and reporting options can be found on the [Respect for All Flow Chart](#).

### Other resources

- [Requests for, or refusals of, Healthcare Providers with Specific Characteristics - OHSU Healthcare Policy \(HCRI-133-POL\)](#)
- [Talking Points for policy: Requests for, or refusals of, Healthcare Providers with Specific Characteristics](#)
- [Respect for All Resource Guide](#)

# Reporting

OHSU takes seriously all complaints of discrimination and harassment. OHSU has an obligation to respond to any complaint of discrimination and/or harassment.

Report to any of the offices on this page or to your supervisor or manager. Regardless of how you report, the matter will be addressed.

## Reporting to the Federal Department of Education, Office for Civil Rights

OCR enforces several federal civil rights laws that prohibit discrimination in programs or activities, including those at OHSU, that receive federal funds from the Department of Education. OCR ensures schools and universities provide learning environments free of harassment and discrimination. To learn more about OCR, discrimination laws, or the process to file a complaint with OCR, visit the Office of Civil Rights website at [www2.ed.gov/about/offices/list/ocr/know.html](http://www2.ed.gov/about/offices/list/ocr/know.html) or email [OCR.seattle@ed.gov](mailto:OCR.seattle@ed.gov).

## Affirmative Action & Equal Opportunity Department

- Reporting can be made to AAEO at 503-494-5148, [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu). AAEO offers a variety of services including formal investigations and informal resolutions and education in the form of quarterly trainings and on-site department trainings.
- You may make a report to OHSU's Title IX Coordinator, who oversees OHSU's compliance with federal Title IX requirements at: 503-494-0258 or [titleix@ohsu.edu](mailto:titleix@ohsu.edu).

## Human Resources

- Reports can also be made to the HR contact or Business Partner assigned to your department or education program.
- To learn who your HR Business Partner is visit the HR website on O2 or call 503-494-8060.

## Department of Public Safety

- Reporting to DPS is the same as reporting to law enforcement and DPS will report incidents to OHSU officials and potentially the Multnomah County District Attorney's Office..
- Contact immediately in case of emergency and for other safety related assistance by calling 503-494-4444.

## Integrity Hotline

- Anonymous complaints (be sure not to include any identifying information in your report) may be made through the Integrity Department's hotline or online reporting website. You can reach the hotline toll-free, 24 hours a day, seven days a week, at 877-733-8313.

## Department, Academic, and Administrative Officials

- Reports may also be made to the supervisor or department head most directly related to the conduct or one or more of the parties. In addition, you may report to any academic or administrative official.
- If you experience discrimination or harassment outside of normal business hours while working in the health care setting, please notify the Administrator on Duty at 503-494-7744 or page 12241.

To report concerns related to Code of Conduct violations including undesirable workplace behavior, contact your HR Business Partner at 503-494-8060 or contact the Integrity Department at 503-494-8849.





## Dealing with Discrimination

In addition to reporting to any of the individuals mentioned in this guide, it is also important to take care of your mental and physical health.

According to the 2015 Stress in America Survey, people who say they have experienced discrimination rate their stress levels higher, on average, than those who say they have not experienced discrimination. The anticipation of discrimination in and of itself can create stress. Consider some of the following suggestions provided by the American Psychological Association for finding healthy ways to cope with experiences of discrimination:

- Seek support systems. One problem with discrimination is that people can internalize others' negative beliefs, even when they're false. You may start to believe you're not good enough. But family and friends can remind you of your worth and help you reframe.

**Seek professional help. Discrimination is difficult to deal with, and is often associated with symptoms of depression. Psychologists are experts in helping people manage symptoms of stress and depression, and can help you find healthy ways to cope.**

See the Resources Section of this guide for more information on experts who can assist you, including OHSU's [Avel Gordly Center for Healing](#) (503-418-5311 or email [agch@ohsu.edu](mailto:agch@ohsu.edu)) or the OHSU [Intercultural Psychiatric Program \(IPP\)](#) (503-494-4222).

- Family and friends can also help counteract the toll that microaggressions and other examples of daily discrimination can take. In a world that regularly invalidates your experiences and feelings, members of your support network can reassure you that you're not imagining those experiences of discrimination. Still, it's sometimes painful to talk about discrimination. It can be helpful to ask friends and family how they handle such events.
- Your family and friends can also be helpful if you feel you've been the victim of discrimination in areas such as housing, employment or education.
- Often, people don't report such experiences to agencies or supervisors. One reason for that lack of reporting is that people often doubt themselves: Was I actually discriminated against, or am I being oversensitive? Will I be judged negatively if I push the issue? Your support network can provide a reality check and a sounding board to help you decide if your claims are valid and worth pursuing.
- Get involved. Support doesn't have to come from people in your family or circle of friends. You can get involved with like-minded groups and organizations, whether nationally, locally or online.
- Focus on your strengths. Focusing on your core values, beliefs and perceived strengths can motivate people to succeed, and may even buffer the negative effects of bias. Overcoming hardship can also make people more resilient and better able to face future challenges.
- It can help to know there are other people who have had similar experiences to yours. And connecting with those people might help you figure out how to address situations and respond to experiences of discrimination in ways you haven't thought of.
- Help yourself think clearly. Being the target of discrimination can stir up a lot of strong emotions including anger, sadness and embarrassment. Such experiences often trigger a physiological response, too; they can increase your blood pressure, heart rate and body temperature.
- Try to check in with your body before reacting. Slow your breathing or use other relaxation exercises to calm your body's stress response. Then you'll be able to think more clearly about how you want to respond.





- Don't dwell. When you've experienced discrimination, it can be really hard to just shake it off. People often get stuck on episodes of discrimination, in part because they're not sure how to handle those experiences. You might want to speak out or complain, but you're not sure how to go about it, or are afraid of the backlash. So instead, you end up ruminating, or thinking over and over about what you should have done.
- But rumination can make things worse. Researchers have found that while traumatic experiences are a significant cause of anxiety and depression, people who ruminate, or dwell on, those negative thoughts and experiences report more stress and anxiety.
- In a calmer moment, it might be helpful to talk over the ways you can cope with similar experiences in the future. Try to come up with a plan for how you might respond or what you could do differently next time. Once you've determined how to respond, try to leave the incident behind you as you go on with your day.

#### Other suggested readings:

Center for Organizational Excellence's suggested [readings on diversity and inclusion](#)

[APA Stress in America Survey: The Impact of Discrimination](#)

The Road to Resilience  
[apa.org/helpcenter/road-resilience.aspx](http://apa.org/helpcenter/road-resilience.aspx)

Discussing discrimination  
(Q & A with Dr. Gwen Keita)  
[www.apa.org/helpcenter/keita-qa.aspx](http://www.apa.org/helpcenter/keita-qa.aspx)

< American Psychological Association. 'Discrimination: What it is, and how to cope.' Apa.org. Accessed January 4, 2017. [www.apa.org/helpcenter/discrimination.aspx](http://www.apa.org/helpcenter/discrimination.aspx)



## Responding to a Report or Accusation

If someone tells you about experiencing discrimination or harassment of any kind, your caring response can help guide the person to the appropriate services.

Encourage them to report allegations of discrimination or harassment to OHSU's Affirmative Action & Equal Opportunity Department. AAEO is not a confidential resource but can direct people to on- and off-campus confidential resources, as well as to other resources. If confidentiality is requested, AAEO will make every reasonable effort to preserve an individual's privacy and protect the confidentiality of information. Without full information and participation, however, OHSU may be limited in pursuing disciplinary or other appropriate remedial action. In addition, if someone reports behavior that presents a risk of harm to the OHSU community, AAEO may be required to act.

In the case of violence, or the threat of violence, first contact the OHSU Department of Public Safety at 503-494-4444 (emergencies) or 503-494-7744 (non-emergency dispatch). Please note that a report to DPS cannot be kept confidential.

### **If the person wants to talk about their experience or incident:**

- Listen and acknowledge what they are sharing with you.
- Reserve judgment and do not make light of the situation.
- Do not attempt to investigate or resolve the situation on your own. Instead, ask questions to determine current safety ("do you feel safe now?") and offer assistance ("is there anything I can help you with?").
- Never tell the person reporting to ignore the behavior.
- Thank them for sharing with you.
- Keep the information private and only share with those that have a need to know. Privacy protects the interests of the alleged respondent, the person making the report, and protects you from responding to a complaint of retaliation.



### **What if you have been accused of discrimination, harassment or bullying?**

- If someone approaches you about your behavior, remain calm and listen carefully to the concerns. Ask open-ended questions and discuss how you may work together more effectively.
- If you are having trouble understanding the concerns or would like a second opinion, talk to your manager or someone you trust. You can also seek confidential support with any of the confidential resources mentioned in this guide. Learn about resources and support in the Resources section of this guide.
- If you have been told or made aware that your behavior is impacting someone in negative or disruptive way, think carefully about your actions and consider stopping or modifying the behavior.
- If, after careful thought, you believe your behavior is reasonable, discuss this with your supervisor or HR Business Partner. Consider having a conversation with the person making the allegation and a third party to help work out the disagreement.

Reporting cases of prohibited discrimination, harassment, sexual misconduct, sexual assault/violence, stalking, and retaliation.

Mandatory reporting

OHSU requires all supervisors, managers, faculty members, leaders, and executives who receive a report of discrimination or harassment—including sexual misconduct, sexual assault, stalking, domestic violence, interpersonal violence, and retaliation—to promptly notify OHSU’s Affirmative Action and Equal Opportunity Department (AAEO) or HR Business Partner. If you are unsure whether you need to report a concern, call AAEO at **503-494-5148** or visit **[www.ohsu.edu/aaeo](http://www.ohsu.edu/aaeo)**.

Examples of circumstances requiring reporting
An employee complains that his coworkers often make “offensive and disparaging” comments about people of color.
A resident tells you in “confidence” that he believes he was sexually assaulted at a conference.
An employee tells you he is uncomfortable working with an external contractor because she tells crude sexual jokes and offers to rub his shoulders.
A faculty member complains to you about offensive comments her Department Administrator made about her religious head-scarf.
A student is concerned because a faculty member will not allow her to make up an exam after she was on bed rest for a pregnancy-related condition.
You hear rumors that a well-respected administrator regularly makes sarcastic and disparaging comments about employees with disabilities who request reasonable accommodations.



## **Responding to a disclosure**

If someone reports a concern directly to you, please take the following steps:

- Before the person discloses details—if possible—let them know that OHSU policy requires you to report concerns of discrimination and harassment. Let them know you cannot maintain confidentiality.
- Share the Respect for All flowchart, which includes confidential reporting and support resources, in case they do not wish to report to you.
- If they report to you, be supportive. Tell the person who is sharing that we take their concerns seriously and thank them for sharing.
- Remind them of OHSU's non-retaliation policy.
- Report the concern to AAEO or your HR Business Partner.

Below is a proposed script, which lays out one way to respond to a reporting party:

“Thank you sharing this information with me. We take reports of discrimination and harassment seriously and value maintaining a positive, safe environment here at OHSU. I am required to share this information with AAEO or HR as part of OHSU's policies, but there are a number of confidential support resources. Here's a copy of the Respect for All flowchart. It has helpful information about confidential reporting and support resources both at OHSU and in the community. I am sure it was difficult for you to share this with me, I want to assure you that OHSU protects reporters from retaliation.”

## **Confidentiality and non-retaliation**

- OHSU tries to maintain confidentiality in connection with harassment and discrimination reports, but it may become necessary to disclose particulars during the investigation.
- OHSU prohibits retaliation against individuals who file a complaint, or who participate in, an investigation.
- Failure to report in compliance with OHSU's policies may cause additional harm to the involved individuals, expose you and OHSU to legal liability, reputational harm, and/or result in disciplinary action.

# Confidential<sup>1</sup> Resources and Support

## For Employees

### Employee Assistance Program

The EAP is available to assist with a variety of issues that impact your life. Participation is confidential and no information revealed by an employee is shared without the employee's knowledge and consent. EAP offers, among other things, three free counseling sessions per issue. You can access EAP services at 1-800-433-2320 or visit [www.sparkworklife.com](http://www.sparkworklife.com) and click on the '3 counseling sessions tile', pictured to the right. You may also request an appointment on o2.

### Resident and Faculty Wellness Program

The Resident and Faculty Wellness Program seeks to provide an array of services to increase clinician wellness and reduce burnout and distress, thereby facilitating a strong and thriving workforce. For an urgent consultation, page 10975.

## For Students

### The Student Health and Wellness Center

The Student Health and Wellness Center at OHSU offers many types of services for OHSU students, postdoctoral fellows and adult dependents on the Student Health Insurance Plan. Some services offered include routine primary and preventive care services, in addition to behavioral health services including counseling and crisis support. There is no charge to visit a Student Health and Wellness Center provider or nurse. Student Health and Wellness Center is located in the lower level of Baird Hall and can be reached at 503-494-8665.

## For Students and Employees

### Confidential Advocacy Program

The Confidential Advocacy Program provides support services to OHSU members who have experienced any form of sexual misconduct: sexual harassment, sexual assault, dating or domestic violence, or stalking, whether at OHSU or outside the university.

#### Types of Services CAP Provides:

- Emotional Support and Safety Planning: CAP believes you, is here for you, and can help you explore ways to increase your emotional and physical safety. This may include, for example, helping with emergency housing and resources.
- Education and Information: CAP can help you learn about different options and services available, while supporting your right to autonomy and choice.
- Systems Navigation: CAP can be your guide and support if you decide to report to AAEO or Public Safety. They can also help you navigate the legal system, decide whether to report to law enforcement, and obtain protective orders.
- Academic Support: CAP can help faculty and administrators understand the challenges and academic impacts a survivor may face after a traumatic event, advocate for students rights, and help to implement academic support measures.

CAP offers survivors a place where they can feel safe and supported. CAP advocates are here to help individuals find answers and make informed choices about your next steps. Call 833-495-CAPS (2277) to speak with an advocate today.

<sup>1</sup> OHSU is committed to protecting confidential information and ensuring legal and professional obligations are met when preserving this information. Confidential services are provided consistent with state and federal laws. Providing confidential services means that your provider will generally not release your information without your permission. Exceptions to confidentiality may arise in situations involving danger to yourself or others, abuse or neglect of a child or vulnerable adult or court orders or subpoenas of records. Please feel free to contact the OHSU Legal Department if you have more specific questions about confidentiality.

# Resources and Employment Related Benefits

**Human Resources contact  
information by unit/mission  
(if you are unsure which mission  
to contact, any of the below  
departments can point you in the  
right direction):**

## **Central Services Mission**

[cshr@ohsu.edu](mailto:cshr@ohsu.edu) | 503-494-0061

## **Compensation**

[hrcomp@ohsu.edu](mailto:hrcomp@ohsu.edu) | 503-494-8060

## **Healthcare compensation**

[healthcarecomp@ohsu.edu](mailto:healthcarecomp@ohsu.edu)  
503-418-4706

## **University Service Center (Records)**

[records@ohsu.edu](mailto:records@ohsu.edu) | 503-494-6477

## **Healthcare Mission**

[hchrsc@ohsu.edu](mailto:hchrsc@ohsu.edu) | 503-494-0773

## **Talent Acquisition (Healthcare)**

503-494-6604

## **Benefits and Retirement**

[benefits@ohsu.edu](mailto:benefits@ohsu.edu) | 503-494-7617

## **Research and Academics Mission**

[rbshr@ohsu.edu](mailto:rbshr@ohsu.edu) | 503-494-4517

## **School of Medicine Mission**

503-494-0109

## **Reasonable Accommodation**

AAEO can assist with ADA reasonable accommodation requests for employees and volunteers with disabilities, as well as religious accommodation requests for employees and students. If an accommodation is needed, please contact AAEO at 503-494-5148 and we will engage in an interactive process at that time. For more information, visit the AAEO website at [www.ohsu.edu/aaeo](http://www.ohsu.edu/aaeo).

## **Union Representatives**

Many OHSU members are represented by one of the following three unions:

- Oregon Nurses Association. If you are a member of ONA, the ONA Labor Relations Representatives are available to assist you at 503-293-0011. The ONA website is [www.oregonrn.org](http://www.oregonrn.org).
- American Federation of State, County and Municipal Employees Local 328. If you are a member of AFSCME, the AFSCME Labor Relations Representatives can assist you, contact at 971-271-7832 or visit [www.local328.org](http://www.local328.org)
- OHSU Police Association. Visit the O2, HR website for more information.
- OHSU graduate students and medical students are also unionizing. We will update this section shortly to include more information about those unions.

## **Human Resources**

Human Resources Business Partners help to ensure employee and manager concerns are treated equally and objectively. They have a deep knowledge of employment law, best-practices and OHSU policies. A decentralized HR allows them to gain in-depth knowledge of their mission areas. To learn who your business partner is visit: [ozone.ohsu.edu/hr/mission\\_teams/bp/](http://ozone.ohsu.edu/hr/mission_teams/bp/)

## **Protected Medical Leave (OFLA/FMLA)**

You may also be eligible for protected leave as an OHSU employee. This is protected leave and cannot be used as the basis for discipline of any sort. If you would like to apply or have questions about eligibility, please call the Standard at 1-800-378-2390.



## **Workers' Compensation**

Worker's compensation is also an option. If you are interested in filing for workers' compensation, please contact Risk Management at 503-494-7189.

## **Health Insurance**

Employees who lose their OHSU health insurance apply for coverage under the Oregon Health Plan or other private plans via OregonHealthcare.gov, [www.oregonhealthcare.gov/info.html](http://www.oregonhealthcare.gov/info.html). Other options are also available to you. For example, COBRA is a federal law that makes it possible for employees who lose OHSU-sponsored health insurance under certain conditions to continue their medical or dental coverage for a specified period of time at their own expense. Should you have questions about continuing insurance coverage at your own expense under COBRA or other insurance alternatives, please contact OHSU Benefits at 503-494-7617 or [benefits@ohsu.edu](mailto:benefits@ohsu.edu). If you are eligible for Oregon Health Plan and COBRA, Oregon's Health Insurance Premium Payment (HIPP) may also be available to you. HIPP pays third-party health insurance, like COBRA, premiums. The state's website says, "HIPP is a reimbursement program that is available to individuals covered by private insurance and Oregon Health Plan (Medicaid). HIPP helps policy holders pay the premiums for their third party insurance (TPL)... HIPP helps policyholders keep their private insurance so they can continue to see their existing providers." For more information about this program or to apply, please review the website: [www.oregon.gov/DHS/BUSINESS-SERVICES/OPAR/Pages/tpl-hipp.aspx](http://www.oregon.gov/DHS/BUSINESS-SERVICES/OPAR/Pages/tpl-hipp.aspx)

## **Short-Term and Long-Term Disability**

The Standard is OHSU's third party administrator for this benefit. Should you have any questions about this benefit, please contact Standard at 1-800-378-2390 (Monday – Friday, 8 a.m. – 5 p.m. PST).

OHSU Benefits can also assist with disability insurance issues. Any difficulties or concerns encountered while working with Standard should be directed to the HR Benefits Manager at 503-494-8060.

## **Retirement Benefits.**

- Questions regarding preserving or accessing your retirement benefits or your 401(a) University Pension Plan may be addressed to the HR Retirement and Compensation Analyst, 503-494-5229 or Fidelity (OHSU's third party administrator, 1-800-343-0860).
- Questions regarding your PERS retirement benefits may be addressed to the HR Retirement Compensation Analyst, 503-494-5229 or call PERS at 503-598-7377 or visit [www.Oregon.gov/PERS](http://www.Oregon.gov/PERS)
- For other retirement plan questions, visit the OHSU HR Benefits O2 website

## **Career and Workplace Enhancement (CWE)**

The OHSU CWE Center provides free professional development, training opportunities and access to workplace resources. It is located at Marquam Plaza, 2525 S.W. 3rd Ave, Portland OR 97201; open Monday – Friday, 8 a.m. – 5 p.m. You can contact the CWE at 503-418-0273 or [cwecenter@ohsu.edu](mailto:cwecenter@ohsu.edu).

- Mary Lind, Conflict Management Coach, is a professionally-trained coach who can assist OHSU employees on how to effectively address an interpersonal challenge at work. Coaching is a one-on-one confidential process designed to: increase understanding of the situation, problem-solve and identify concrete actions for achieving your desired results. You can receive up to 3 hours of coaching at no cost. Mary can be reached at [lindm@ohsu.edu](mailto:lindm@ohsu.edu).

### **The Center for Diversity and Inclusion**

The Center for Diversity and Inclusion offers a range of resources and supports university-wide initiatives to create an environment of respect and inclusion for all people.

CDI is committed to supporting an environment where students, staff and faculty from socially, economically and/or historically disadvantaged populations can thrive and maximize their potential for creativity, innovation, and educational excellence.

CDI supports diverse Employee Resource Groups, which are employee-managed affinity groups designed to provide networking, social support and career development opportunities for the OHSU community. Learn more at [www.ohsu.edu/diversity](http://www.ohsu.edu/diversity) or contact [cdi@ohsu.edu](mailto:cdi@ohsu.edu).

### **The Office of International Affairs**

OHSU's Office of International Affairs provides specialized support to students and employees in order to comply with complex immigration regulations. The OIA can be reached at [oia@ohsu.edu](mailto:oia@ohsu.edu) or during walk-in hours (Mondays 1 – 4 p.m., Thursdays 10 a.m. – 1 p.m.).

### **Public Safety**

OHSU's Department of Public Safety is an armed police force which can assist in emergencies (503-494-4444), including crimes in progress, in addition to other services including courtesy escorts, criminal investigations, threat assessments, finger printing, motorist assistance, event security and workplace violence assessment and prevention. The Department of Public Safety can offer an assessment of your work area for workplace violence hazards. To schedule an appointment, call the dispatch center at 503-494-7744 and ask for the Community Safety Coordinator.

### **Employee Assistance Program**

The EAP is available to assist OHSU benefits eligible employees with a variety of issues that impact your life. Participation is confidential and no information revealed by an employee is shared without the employee's knowledge and consent.

EAP offers, among other things, three free counseling sessions. You can access EAP services at 1-800-433-2320 or visit [www.sparkworklife.com](http://www.sparkworklife.com) and click on the '3 counseling sessions tile', pictured to the right. You may also request an appointment on o2.

### **Ombudsman**

The OHSU Ombudsman can provide confidential, informal, independent and impartial problem-solving assistance. The Ombudsman can be reached by phone at 503-494-5397.

### **Resident and Faculty Wellness Program**

The Resident and Faculty Wellness Program seeks to provide an array of services to increase clinician wellness and reduce burnout and distress, thereby facilitating a strong and thriving workforce. For an urgent consultation, page 10975. More information is available on the RFWP, search the O2.

### **Intercultural Psychiatric Program**

The OHSU Intercultural Psychiatric Program provides culturally sensitive mental health services for immigrant, refugee and ethnic communities with an emphasis on individuals and families whose first language is not English. IPP staff and physicians provide a wide variety of trainings and presentations to community groups and organizations, service agencies, health care organizations and educational institutions. To make an appointment or to learn more about the services offered, call 503-494-4222.

### **Avel Gordly Center for Healing**

The OHSU Avel Gordly Center for Healing is a multicultural, mental health center, some of the services they offer include: individual counseling, group therapy, psychiatric evaluations, medication management, risk reduction training, and a training called “Afrocentric Approaches to Clinical Practice.” To make an appointment or to learn more about the services offered, call 503-418-5311 or email [agch@ohsu.edu](mailto:agch@ohsu.edu).





## Students Resources

In addition to several of the resources mentioned earlier, students also may seek support at OHSU with any of the following resources.

### **Office for Student Access**

The Office for Student Access is available to assist students with a disability in achieving equal access to OHSU programs and services. To Access Services contact at [studentaccess@ohsu.edu](mailto:studentaccess@ohsu.edu) or 503-494-0082.

### **Student Health and Wellness Center**

The Student Health and Wellness Center at OHSU offers many types of services for OHSU students, postdoctoral fellows and adult dependents on the Student Health Insurance Plan. Some services offered include routine primary and preventive care services, in addition to behavioral health services including counseling and crisis support. There is no charge to visit a Student Health and Wellness Center provider or nurse. Student Health and Wellness is located in the lower level of Baird Hall and can be reached at 503-494-8665.

### **The Office of Academic and Student Affairs**

The Office of Academic and Student Affairs is available to assist students with questions about housing, transportation, childcare and other student needs, you can reach the Office at [acad@ohsu.edu](mailto:acad@ohsu.edu) or 503-494-7878.

### **Teaching and Learning Center**

OHSU's Teaching and Learning Center provides resources and consultation designed to promote teaching methods that are consistent with research about how people learn. The TLC offers several education technology platforms that instructors and students can use to enhance teaching and learning at OHSU. Reach the TLC at [tlc@ohsu.edu](mailto:tlc@ohsu.edu) or at the TLC Help Desk 877-972-5249.

### **The Office of International Affairs**

OHSU's Office of International Affairs (OIA) provides specialized support to students and employees in order to comply with complex immigration regulations. The OIA can be reached at [oia@ohsu.edu](mailto:oia@ohsu.edu) or during walk-in hours (Mondays 1 – 4 p.m., Thursdays 10 a.m. -1 p.m.).

### **The Center for Diversity and Inclusion**

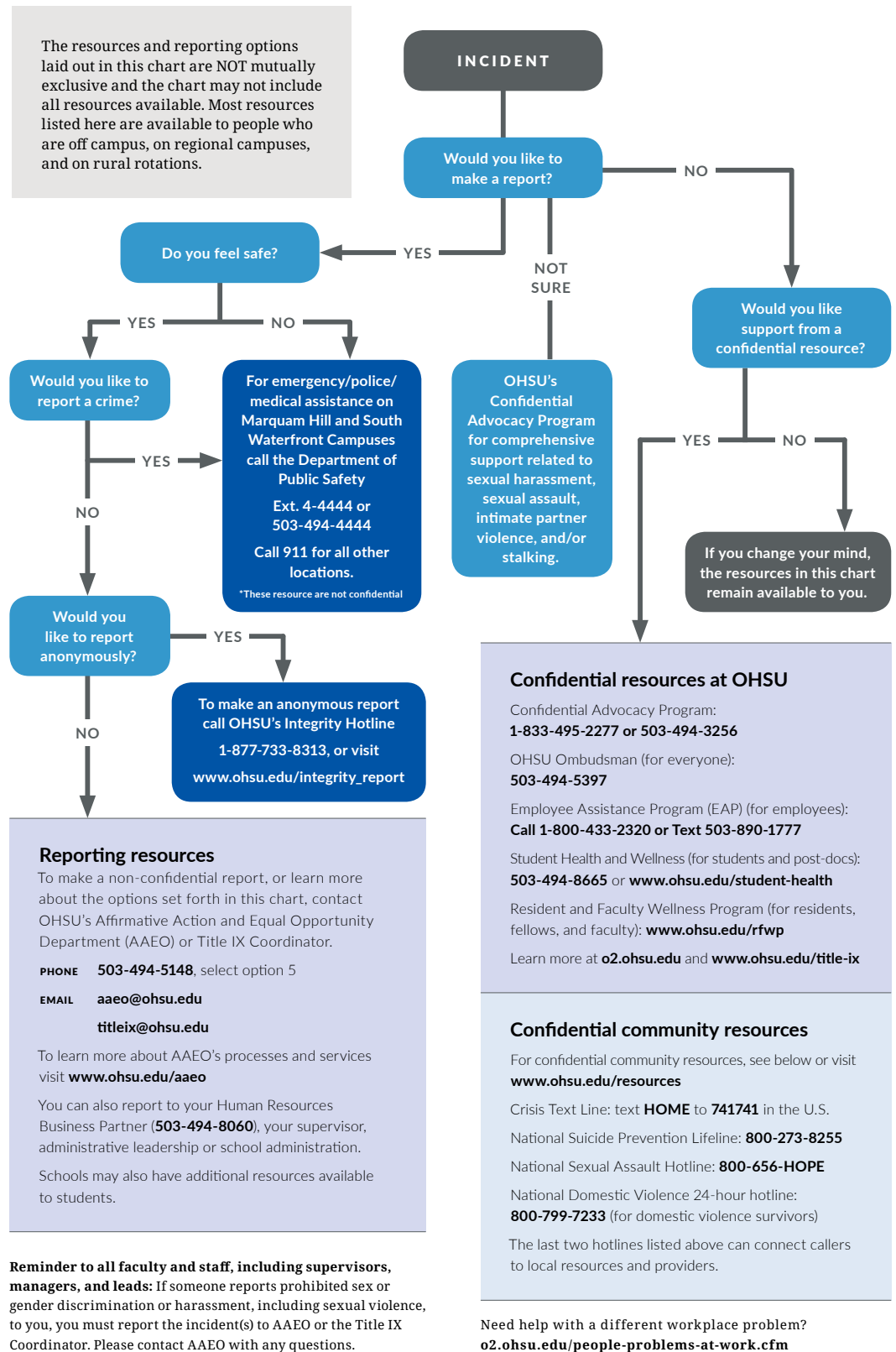
The Center for Diversity and Inclusion offers a range of resources and supports university-wide initiatives to create an environment of respect and inclusion for all people. CDI is committed to supporting an environment where students, staff and faculty from socially, economically and/or historically disadvantaged populations can thrive and maximize their potential for creativity, innovation, and educational excellence. CDI supports diverse Student Interest Groups. Learn more at [www.ohsu.edu/diversity](http://www.ohsu.edu/diversity) or contact [cdi@ohsu.edu](mailto:cdi@ohsu.edu).

### **Office of the Registrar**

The Office of the Registrar oversees a broad range of activities in support of student enrollment, course registration, academic history and transcript maintenance, services to faculty, and other related activities from enrollment to graduation. Contact the Registrar at 503-494-7800.

# Reporting Flow Chart

Reporting options and resources for anyone who experiences, witnesses or hears of prohibited bias, discrimination, harassment, sexual assault or retaliation.



## **Relevant OHSU Policies and Procedures**

### **Equal Opportunity**

Policy No. 03-05-030

### **Harassment**

Policy No. 03-05-032

### **Sexual Harassment**

Policy No. 03-05-035

### **Equal Opportunity Complaint Procedure**

Policy No. 03-05-050

### **Patient Requests for Health Care Providers with Specific Characteristics**

Policy No. HC-RI-133-POL

### **OHSU Code of Conduct**



# Where to Report a Concern

## If a concern relates to:

<p><b>AAEO</b> <b>503-494-5148</b></p> <p>You may also contact your HR Business Partner</p> <p><b>503-494-8060</b></p> <p><i>*For students needing accommodations, see below</i></p>	<p>Disability/request for reasonable accommodation; Title IX; religious accommodation, retaliation, prohibited discrimination or harassment due to a protected status such as (but not limited to):</p> <ul style="list-style-type: none"> <li>• race/color</li> <li>• national origin</li> <li>• sex/gender <i>including discrimination based on pregnancy or sexual orientation</i></li> <li>• religion</li> <li>• age</li> <li>• physical/mental disability</li> <li>• marital status</li> <li>• use of workers' compensation</li> <li>• military status</li> <li>• FMLA/OFLA or other protected leave</li> </ul>
<p><b>Integrity</b> <b>503-494-8849</b></p> <p><b>Integrity Hotline</b> <b>877-733-8313</b> 24 hours a day, 7 days a week</p> <p>If you want to remain anonymous in reporting a concern, call the Integrity Hotline.</p>	<p>Any perceived violation of the Code of Conduct or other OHSU policy, including but not limited to:</p> <ul style="list-style-type: none"> <li>• concerns regarding the health system</li> <li>• research/ scientific misconduct</li> <li>• conflict of interest</li> <li>• acceptance of gifts</li> <li>• compliance with laws, regulations</li> <li>• whistleblowing</li> <li>• information privacy/security</li> </ul>
<p><b>Your manager</b></p> <p>You may also contact your HR Business Partner</p> <p><b>503-494-8060</b></p>	<p>Employees and relates to:</p> <ul style="list-style-type: none"> <li>• undesirable workplace behavior from others</li> <li>• a possible Code of Conduct violation</li> <li>• union contract violation concerns</li> </ul>
<p><b>Public Safety</b> <b>503-494-7744</b></p>	<p>Potential or actual workplace violence or criminal activity, including but not limited to:</p> <ul style="list-style-type: none"> <li>• assault</li> <li>• threats</li> <li>• intimidation</li> <li>• information about criminal conduct</li> <li>• other related concerns</li> <li>• In addition, it may be appropriate to contact other resources not listed here.</li> </ul>
<p><b>Risk Management</b> <b>503-494-7189</b></p>	<ul style="list-style-type: none"> <li>• workers' compensation</li> <li>• property damage claim</li> </ul>

The Legal Department may become involved in any of the above circumstances.

If you receive notice of a tort claim or a BOLI or EEOC complaint or a lawsuit, contact Legal immediately at 503-494-5222.

**\*Students with Disabilities: For accommodation requests, contact the Office for Student Access at 503-494-0082.**

## OHSU Affirmative Action and Equal Opportunity

Physical Address:  
2525 S.W. 3rd Avenue, Suite 240  
Portland, OR 97204

Mailing Address:  
Mail code: MP240  
3181 S.W. Sam Jackson Park Road  
Portland, OR 97239

Phone: 503-494-5148  
Fax: 503-494-8810  
Email: [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu)  
Website: [www.ohsu.edu/aaeo](http://www.ohsu.edu/aaeo)

