



April 13, 2022

Dear President Jacobs and the OHSU Board of Directors:

We are pleased to provide you with the monthly report from the Implementation Committee charged with meeting the Covington Report recommendations. This second monthly report covers work completed in March 2022.

During this period, the Implementation Committee conducted a collaboration “pilot” with Oversight Committee members, developing and refining methods to receive and integrate guidance on current and future proposals to meet the Covington Report recommendations. Using insights gained from this pilot, we identified additional tools to support this essential collaboration. The Implementation Committee also made progress on the development of an overall workplan to meet the recommendations.

We appreciate your ongoing support for our collective work and are grateful for the efforts of the members of both committees.

We welcome your questions and comments.

Kind regards,

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Implementation Committee Monthly Report

Report #2 covering: March 2022

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1. HIGHLIGHTS

The Implementation Committee held two meetings in March. During and between these meetings, a collaboration “pilot” focused on the recruitment of an executive vice president overseeing human resources was initiated and is now near completion. Insights from this pilot informed the design of a new process—a trauma-informed SBAR model (Situation, Background, Assessment, Recommendation)—to present proposals to and receive guidance from the Oversight Committee about the Covington Report recommendations. The Implementation Committee also made progress on the overarching workplan to meet these recommendations, assigning managerial leads and teams to each of the eight component workstreams. The accountability framework (the dashboard), a joint effort of the OHSU Enterprise Program Management Office and the Oversight Committee, is expected to launch in May.

2. ACTIVITY OVERVIEW

The Implementation Committee met twice this month—March 3 and March 17. The meetings, held from 3 to 4:30 p.m., were well-attended. This section of the monthly report summarizes the work undertaken by the Implementation Committee during these meetings as well as relevant efforts completed outside of formal meetings. The four topics covered in this section are listed here and discussed below:

- The collaboration pilot with the Oversight Committee
- Status of the workplan, including identification of workstream managerial leads
- Use of the SBAR (Situation, Background, Assessment, Recommendation) model for presenting proposals to the Oversight Committee
- The status of the accountability framework (the tracking dashboard)

The collaboration pilot with the Oversight Committee. Recruitment of a new executive vice president to oversee human resources at OHSU is a key recommendation in the Covington Report. Underlying the success of this recruitment is the development of a position description that accurately reflects the expectations for the role and qualifications of a potential candidate.

Representatives on the Implementation Committee, in consultation with human resources and leaders across OHSU, developed an initial position description. This position description was then used to pilot a process by which the Implementation Committee would receive guidance from the members of the Oversight Committee.

The pilot involved several steps; the first was providing the position description along with supporting materials to the Oversight Committee. As described in the companion March report from the Oversight Committee, the Oversight Committee members broke into ten small groups to review the document. The resulting feedback (an executive summary and four pages of commentary compiled by the Oversight Committee co-chairs) was then provided to Implementation Committee members. The feedback was reviewed in detail at the March 17 meeting.

The Implementation Committee deployed a RAG (Red, Amber, Green) tool, indicating specifically if or how (and why) the suggested changes were integrated into the revised position description. The revisions were provided back to the Oversight Committee where additional feedback was gathered and shared with Implementation Committee co-chairs for a second round of revisions. A final review of the position description is on the agenda for the April 14 Oversight Committee meeting. A formal announcement about the nationwide recruitment is expected by the close of April.

Input from the Oversight Committee members significantly improved the position description, reflecting perspectives from across OHSU that would not have been captured outside of this new process. The likelihood of a successful recruitment is thus increased. Also, the lessons learned from the collaboration pilot are shaping new bi-directional processes between the two committees.

Status of the workplan, including identification of workstream managerial leads. A key responsibility of the Implementation Committee is to develop a workplan to meet the recommendations identified in the Covington Report. As a first step, and as noted in the February committee report, all the recommendations have been categorized into eight workstreams:

- Define a vision, strategy and change communications/platform
- Clarify and elevate the role of the Center for Diversity & Inclusion
- Improve the effectiveness of the human resources function
- Realign the Office of Affirmative Action & Equal Opportunity
- Re-engineer incident processes
- Increase workforce diversity
- Develop objectives for managers
- Report on human resources metrics

In March, Implementation Committee members reviewed and approved the eight workstream categorizations as the functional elements of an overarching workplan. The Implementation Committee identified managerial leads and teams (or the roles and skills needed to populate the teams) for each of the eight workstreams. Working with staff from the OHSU Enterprise Program Management Office, each lead/team will: 1) finalize the staffing for the workstream

teams as needed; 2) develop a suite of specific proposals to present to the Oversight Committee; and 3) develop information to show how a recommendation has been met (or is underway) from work undertaken prior to the Covington Report's receipt. In both cases—a new proposal or an indication that a recommendation is underway—the presentation to the Oversight Committee will rely on an SBAR model, customized to reflect trauma-informed principles, as described below.

Use of the SBAR (Situation, Background, Assessment, Recommendation) model for presenting proposals to the Oversight Committee. The pilot showed unequivocally the value of the collaboration between the two committees. It also showed that this collaboration, if it is to be impactful, must provide meaningful opportunities for all involved to reflect and react. This takes time. Thus, going forward, the Implementation Committee will deploy a process tactic designed to ensure time is both adequately allotted and used efficiently.

The Implementation Committee is adopting the SBAR model customized to include the trauma-informed “four-questions lens” (see February’s committee report for information about the origin of these questions.) The SBAR tool—Situation, Background, Assessment, Recommendation—is a standardized OHSU project management tool (form) by which new projects, policies or other change efforts are concisely explained and justified in one to two pages. In addition to the four SBAR elements, depending on the nature and scope of the proposal, the form may include timelines, cost estimates and/or other types of resources allocations.

As noted, each SBAR proposal will also include answers to the trauma-informed four-question lens (now renamed the Diversity, Equity, Inclusion and Belonging, or DEIB lens) previously adopted by the Implementation Committee. These DEIB screening questions are:

1. How will this action/activity/effort better help us understand the experiences of those who have experienced overt discrimination, implicit bias, racism and historical trauma and account for cultural, historical and gender factors?
2. How will this action/activity/effort help improve the experiences for those who have experienced overt discrimination, implicit bias, racism and historical trauma and account for cultural, historical and gender factors?
3. How will this action/activity/effort help ensure leadership’s accountability for changing organizational behaviors and patterns that disproportionately negatively impact those who have experienced overt discrimination, implicit bias, racism and historical trauma and account for cultural, historical and gender factors?
4. How will we ensure evaluation and continuous improvement?

For each SBAR proposal, the workstream managerial lead or team member will develop the proposal contents within the template, including responses to the four DEIB questions, present the SBAR to the Implementation Committee (or a subset of the committee) and, once discussed and approved there, the proposals will be shared with the Oversight Committee for review and guidance. The ensuing revision process will continue bi-directionally until all parties, or a majority as determined by the decision-making protocols of the Oversight Committee, conclude a proposal satisfies the specific Covington recommendation and is ready to move forward.

3. PROGRESS AGAINST RECOMMENDATIONS

In March, considerable progress to recruit a new executive vice president for human resources was made. The process to develop SBAR proposals to meet the recommendations began for two of the eight workstreams (“Improve the effectiveness of the human resources function” and “Realign the Office of Affirmative Action & Equal Opportunity”).

The development of an accountability framework—the tool in which all recommendations in the Covington Report are listed and progress, as defined by a suite of metrics, is tracked—continues. Also called the “dashboard,” this framework will track both new SBAR proposals and integrate information from initiatives underway or completed prior to the receipt of the Covington Report. During March, the focus was on populating the existing architecture with information on projects already underway. This focus continues in April.

4. ASSESSMENT AND LOOK AHEAD

During March, the Implementation Committee made steady progress on developing and populating the architecture of the overarching workplan—eight workstreams with assigned managerial leads for which SBARs proposals will now be developed for each recommendation within the workstream.

Looking ahead, in the near term, this committee—in collaboration with the Oversight Committee—will focus on four areas:

- The nationwide search for the executive vice president overseeing human resources will be formally launched and both committees will continue to be involved in the recruitment
- The accountability framework (dashboard) will be operationalized and posted to the O2 intranet in May; after this, it will be regularly updated to reflect progress
- Additional staff or expertise for workstream teams will be identified and assigned by May 1
- SBAR proposals for at least two of the eight workstreams will be presented to the Oversight Committee in May