



April 13, 2022

Dear President Jacobs and OHSU Board of Directors:

This is the second monthly report from the co-chairs of the Oversight Committee about the shared work now underway responding to the Covington Report. A monthly report is called for by our committee charter.

The work of the Oversight Committee this past month has been productive. Importantly, we established effective and respectful processes for this committee to provide feedback and guidance to Implementation Committee members. These trauma-informed processes are crucial to the long-term success of the Covington response because, broadly speaking, this model represents a new way by which sustainable change can be accomplished at OHSU.

We continue to be grateful for the engagement and expertise of the members of the Oversight Committee. Impressive work was accomplished and frank insights were shared both in between and during our March 10 meeting.

Thank you for your ongoing support for this process and for your attention to this report. Please let us know if you have questions or comments.

All our very best,

Alisha Moreland-Capuia, M.D.

Michael Alexander, M.S.S.

Oversight Committee Monthly Report

Report #2 covering: March 2022

Submitted by: Alisha Moreland-Capuia, M.D., and Michael Alexander, M.S.S.

1. HIGHLIGHTS

The Covington Oversight Committee held its second meeting on March 10. President Danny Jacobs and Board Chair Wayne Monfries attended the first part of the meeting to share their perspectives of the importance of the work. Co-chair Dr. Moreland-Capuia then provided a mini-training in which the principles of trauma-informed systems change were introduced. Committee members reviewed the work of the Implementation Committee regarding the recruitment of the new executive vice president to oversee human resources—restructuring and reimagining human resources is a key recommendation in the Covington Report. Initial Oversight Committee feedback was given to the Implementation Committee. The Oversight and Implementation Committees are now in a bi-directional process of communicating and integrating feedback, respectively. Also, by majority vote, the Oversight Committee formally adopted protocols for operations, including decision-making and community standards. Communications to OHSU members continued, expanding on the framework established last month. A new public-facing website was launched to serve as a consistent way of keeping the OHSU and wider community abreast of trauma-informed transformation and initiatives.

2. ACTIVITY OVERVIEW

The activity of the Oversight Committee this month focused on five areas, listed here and discussed below:

- The second meeting of the Oversight Committee
- Trauma-informed systems change training
- The executive vice president for human resources recruitment position description review/feedback
- Oversight Committee protocols and community standards
- Communications to the OHSU community

The second meeting of the Oversight Committee. The full Oversight Committee met virtually on March 10, from 9 to 10:30 a.m. Thirty-five of the 36 members of the committee were present. Co-chair Alexander introduced OHSU President Danny Jacobs and OHSU Board of Directors Chair Wayne Monfries who joined the meeting at its start. Chair Monfries expressed his strong support for the work of the Oversight Committee, and the important role each

member would play in addressing the Covington Report findings. President Jacobs emphasized the significance of the committee's guidance, saying that this process was not simply about checking boxes. By convening and empowering this group he intended for it to model a new approach to enacting meaningful and lasting change. "In this new chapter of OHSU's story, we don't want to just fix a practice or introduce a new policy, we want to change the very way we go about creating change." Concluding his remarks, President Jacobs invited committee members to contact him with questions or concerns.

Dr. Alisha Moreland-Capuia gave a brief presentation to the committee introducing trauma-informed systems change principles. More information on this training is provided below.

Next, the group reviewed the work of the Implementation Committee regarding the position description for the new executive vice president (EVP) who will oversee human resources. The position description, which describes the responsibilities and expected qualifications of the EVP, was sent to Oversight Committee members in advance of the meeting. The Oversight Committee broke into ten groups for 30 minutes to discuss the position description in detail. Each group then presented their findings to the full committee. Their feedback and the subsequent between-meeting discussion with and response from the Implementation Committee are discussed again in detail below.

Trauma-informed systems change training. As noted in February's committee report, to help establish a common baseline of knowledge and vocabulary about this topic, Dr. Moreland-Capuia will spend about 10 minutes at each full Oversight Committee meeting providing a "mini-lecture" on key facets of trauma-informed systems change principles.

On March 10, Dr. Moreland-Capuia presented the first of these mini-lectures: *Introduction to Trauma-Informed Systems Change*. She reviewed the neurobiological underpinnings of fear and discussed how fear may show up in people and organizations, contributing to exacerbated and compounded stress on both. "Organizations are made up of people who bring forward their own traumas and experiences that are then compounded by the collective traumas that have existed historically within the organization." Dr. Moreland-Capuia also emphasized the importance of being mindful, in the process of responding to the Covington Report, that the approach itself does not recapitulate the environment the committee and others are seeking to change, thereby recreating trauma—the goal is to prevent re-traumatization.

This month, in addition to providing trauma-informed systems training to committee members, Dr. Moreland-Capuia oversaw the creation of an intranet webpage for OHSU members to learn more about this topic. The O2 intranet website page includes slides from the mini-lectures, links to other resources and a (growing) list of examples and models of *how* OHSU is deploying these principles across the institution.

The executive vice president for human resources recruitment position description review/feedback. The Oversight Committee provided formal guidance and feedback to the Implementation Committee on the recruitment of a new executive vice president (EVP) who will oversee human resources (the formal job title is still under discussion). This work was highly productive and served to further establish operational guidelines for ongoing collaboration between the two committees (a process referred to by the Implementation Committee as a collaboration “pilot”). The process and outcomes are described below.

At the March 10 meeting, the Oversight Committee members broke into ten small groups to discuss the position description. Key themes emerging from this first phase of feedback were requests to:

- Strengthen the callouts for certain candidate qualifications, including: an ability to apply trauma-informed principles in practice and policy; a history of successfully engaging labor unions; a history of successful structural change initiatives; and prior experience in culture change
- Provide more information in the position description (and to the Oversight Committee), about direct reports and other support for this executive role, along with an HR organizational chart, due to concerns the job was “too big for one person” which might discourage applicants
- Deploy gender-neutral language and reconsider aspects of the requirements related to travel and physical requirements
- Strengthen language related to anti-racism, and diversity, equity and inclusion goals
- Strengthen language related to engagement of employee resource groups
- Provide a prior comparator position description for a similar role in HR to the Oversight Committee

The results of the review of the EVP position description from the Oversight Committee’s small-group sessions were provided by co-chairs Moreland-Capuia and Alexander to the Implementation Committee co-chairs. In turn, the feedback was presented to the full Implementation Committee, who collectively reacted and modified the position description. This revised position description along with the explanatory notes from the Implementation Committee members were sent back to the co-chairs of the Oversight Committee.

The Oversight Committee co-chairs requested additional feedback from members on the revised document (outside of the meeting time) using a Smartsheet (allowing committee members to see the feedback of others). At this point, about three-quarters of committee members had no additional feedback while the remainder had technical feedback and additional questions. This feedback was shared again with the Implementation Committee co-chairs.

The EVP position description will be discussed once more at the Oversight Committee meeting on April 14, after which it is expected this important recruitment will move forward.

Oversight Committee protocols and community standards. In between meetings, Oversight Committee members voted on protocols for decision-making and other elements related to its operations. By majority vote, the following were adopted:

- Decisions will be made by voting (majority) during full meetings using live-polls within the Webex model or, as needed, outside of meetings with other tools
- Individual votes will not be identified, reported or recorded; this decision will be revisited in the future
- Committee meetings will not be recorded; this decision will be revisited in the future
- The accountability framework model was adopted (more information on this topic is in Section 3)

Community meeting standards, which were initially discussed and modified at the committee's first meeting in February, were adopted unanimously. The standards, which reflect trauma-informed principles, are listed below.

In this space, we will:

- Come as we are and feel what we feel
- Be curious
- Avoid making assumptions and ask for clarification when needed
- Not avoid conflict, but lean into it and find a way forward
- Listen to understand versus listening to respond
- Prioritize physical and psychological safety
- Appreciate the concept of shared expertise and be willing to learn from and with one another
- Agree that dissent is welcome
- Agree that breakdown leads to breakthroughs
- Assume we have the best intent
- Extend grace
- Be willing to learn as much as we might be eager to teach
- Create space for all voices to be heard—be aware of when to pull back and when to speak up

Communications and outreach to the OHSU community. Communications to OHSU members continued and expanded during March, reinforcing the institution’s commitment to transparency.

Two news updates were sent to all OHSU members about the Covington response work. The first, *“Work gets underway responding to Covington Report recommendations,”* was distributed on March 4. The article provided an overview of the work to date, including perspectives from the co-chairs on the overall two-committee response framework. The second, *“Progress reports from committees responding to Covington Report recommendations,”* dated March 25, shared links to and highlights from the inaugural February monthly progress reports from the two committees.

This month, the intranet O2 website for the Covington response work was expanded to include biographical statements and photos provided by Oversight Committee members. (Similar bios will be developed for Implementation Committee members in April). A trauma-informed systems change resources page was developed in March for this intranet site.

Finally, a public-facing website was launched. The website contains information about and progress on the Covington response. As part of their oversight role, the contents of this [new website](#) were provided to the members of the Oversight Committee for their review and/or input before going live.

3. PROGRESS AGAINST RECOMMENDATIONS

The committees made considerable progress in meeting a pivotal recommendation of the Covington Report—recruiting an executive vice president to oversee human resources. This process was effective and demonstrated the potential of the two-committee model to not only meet the recommendations but to do so in a way that models trauma-informed systems change principles.

By majority vote, the Oversight Committee also approved the use of an accountability framework (dashboard), an excel-based tool to track efforts to meet the recommendations. As described in February’s report, this dashboard tool is being developed by the two committees in collaboration with OHSU Enterprise Program Management Office staff. Progress was made on the development of this accountability tool in March. The architecture of the framework is complete and mapping against related initiatives completed or underway before the receipt of the Covington Report, including metrics related to timing, responsible party and others, is nearing completion.

4. ASSESSMENT AND LOOK AHEAD

Based on the activity during this reporting period, the co-chairs conclude that the work of the Oversight Committee, including the collaboration with the Implementation Committee, has been strong.

Looking ahead, the Oversight Committee members will continue their involvement in the recruitment of the new executive vice president overseeing human resources, including potentially meeting with candidates. This has been a successful collaboration thus far between the committees and has been a good model of trauma-informed systems change principles in action.

Additional guidance from the Oversight Committee to the Implementation Committee regarding proposals to meet the other recommendations (beyond the EVP for human resources) in the report depends now on contingent work underway within the Implementation Committee.

The Implementation Committee is making progress developing a workplan for meeting the recommendations in the Covington Report. The recommendations have been categorized into eight workstreams and managerial leads/teams (or skill sets) were identified and assigned to each this month. The Implementation Committee will adopt an SBAR (Situation, Background, Assessment, Recommendation) proposal format, customized to include a trauma-informed screening lens, to present to the Oversight Committee. As these proposals to meet the Covington Report recommendations move toward greater specificity in April and May, feedback and guidance will begin to move in earnest between the two committees, based on the foundation now established.

The Oversight Committee co-chairs appreciate and value the thoughtfulness that members of the Implementation Committee are putting into their foundational work, including helping to define and pilot effective ways to receive guidance from the Oversight Committee. Given the largely unprecedented nature of this collaboration at OHSU, carefully mapping out these processes while adhering to trauma-informed principles is essential to ensure lasting impact.

Oversight Committee members have also expressed a wish to revisit and reflect on the issue of accountability broadly at OHSU and the way in which it is defined in the committee's charter, specifically. This work will begin at the April 14 meeting.