



March 16, 2022

Dear President Jacobs and OHSU Board of Directors:

This is the first monthly report from the co-chairs of the Implementation Committee regarding the shared work now underway responding to the Covington Report recommendations. A monthly report is called for by our committee charter.

Overall, we are pleased with the progress of the committee thus far. Our committee members are deeply engaged in this work and eager to make meaningful progress.

As this is our first report, we will take time to comment on the way in which we will share information now and going forward. To the extent possible, the Implementation Committee will follow the structure established by the Oversight Committee in terms of content elements, including the same four sections: Highlights, Activity Overview, Progress Against Recommendations and Assessment/Look Ahead. By adopting this similar format, we hope our monthly reports will provide timely information while also supporting ease of comparison between the two committees. As the work progresses, based on process developments or outcomes, we may add additional sections.

We are honored to serve as co-chairs to this important effort, are grateful for the dedication of the Implementation Committee members and look forward to a productive collaboration with the Oversight Committee.

Kind regards,

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Implementation Committee Monthly Report

Report #1 covering: February 2022

Submitted by: Susan Bakewell-Sachs and Alice Cuprill Comas

1. HIGHLIGHTS

The Implementation Committee held two meetings in February. The focus was to establish the organizational foundation for the work ahead, including a discussion of scope of work and the methods by which the committee will interact with and receive guidance from the Oversight Committee. A preliminary framework for responding to the recommendations in the Covington report was developed consisting of two elements: 1) sorting the full suite of Covington recommendations into workstreams; and 2) mapping the recommendations against existing initiatives already underway, including OHSU 2025, anti-racism plans and others. Committee members helped develop the position description for the Executive Vice President for Human Resources, People and Culture, and the co-chairs participated in the creation of the communications framework for sharing information with the OHSU community.

2. ACTIVITY OVERVIEW

The Implementation Committee met twice this month—Feb. 3 and Feb. 17. The meetings, held from 3 – 4:30 p.m., were well-attended. This section summarizes the work undertaken by the Implementation Committee during these meetings as well as relevant efforts completed outside the meetings. The committee focused on five topics (discussed in more detail below).

- The committee charter and membership
- Initial guidelines for collaboration with the Oversight Committee
- Trauma-informed systems change process and the provisional “four-questions” lens
- Work completed or underway, including identification of workstreams
- The communications framework

The committee charter and membership. The charters for both the Oversight and Implementation Committees—developed through a collaborative process with the President’s office and the co-chairs of the two committees—were finalized and shared with committee members and the OHSU community during this reporting period. The 13-member roster (plus two co-chairs) of the Implementation Committee was also finalized. Members are drawn from areas in the institution that will be most involved in and/or affected by the fulfillment of the Covington recommendations, such as Human Resources, the Center for Diversity & Inclusion, the Office of Affirmative Action and Equal Opportunity, and more. The committee charter is included in the supplemental material.

Initial guidelines for collaboration with the Oversight Committee. During February meetings, members discussed the mechanisms by which they will interact with and receive guidance from the Oversight Committee. The committee agreed that as a first step it would request the Oversight Committee provide input on the position description for the nationwide recruitment of an Executive Vice President of Human Resources, People and Culture. From this, it is expected that processes for ongoing collaboration will begin to take shape. The Implementation Committee is also collaborating with the Oversight Committee on the development of a dashboard (also referred to as a “framework for accountability”) that will track progress against every recommendation in the Covington Report.

Trauma-informed systems change process and the “four-questions” lens. About 90% of the Implementation Committee members, including co-chairs, have had at least 12 hours of trauma-informed training. The initial meeting was focused largely on a discussion of trauma-informed systems change and included recommendations for further reading and study to provide training to those who had not yet undergone full training and provide a review to those who had. The members are now applying these concepts as they move through their work. As part of this, the group spent time discussing and offering refinements to the “four-questions” tool presented by Human Resources. This tool is currently deployed in Human Resources to initially screen actions for their impact before they are undertaken. The committee viewed these four questions as a first step in meeting its own goal to define a common initial screening lens, or filter, through which proposals to fulfill the Covington recommendations would initially be considered.

Implementation Committee members discussed the wording of the four questions from Human Resources to reach consensus regarding if they were: 1) transferable to the Covington response work; and 2) reflected trauma-informed principles. This was a rich and mutually informing discussion, although agreement was not reached during meeting-time. The co-chairs determined that the task would continue outside of formal meetings, in a process led by committee member Dr. Derick Du Vivier, Senior Vice President of Diversity, Equity and Inclusion, relying on trauma-informed principles, the OHSU Inclusive Language Guide and the committee discussion.¹

From this work, four provisional screening questions have been articulated to help inform aspects of the Implementation Committee work going forward:

- 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?

¹ Some of this task was completed during the first week of March and is presented in this monthly report for completeness.

- 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?
- 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?
- How will we ensure evaluation and continuous improvement?

Work completed or underway, including identification of workstreams. The full suite of the Covington recommendations was categorized into eight initial workstreams to which, after the full committee agrees these is the right categorization, managerial leads will be assigned. The eight workstreams into which all Covington recommendations have been assigned are:

- Define the 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

The Covington recommendations were also reviewed relative to initiatives underway at OHSU, including those in OHSU 2025, anti-racism plans and others. Once leads are assigned to the eight workstreams, these individuals/teams will review these mapping outcomes to ensure efforts across the institution are aligned.

Committee members contributed to the ongoing process to develop a position description for the recruitment of an Executive Vice President for Human Resources, People and Culture. The co-chairs participated in the interview process of executive search firms; the Furst Group was selected to conduct this national search.

The communications framework. The work establishing the communications framework was conducted primarily by staff to the committees, overseen by the co-chairs. An aspect of the Covington Report recommendations is to ensure informative and timely communications about how the institution is changing its culture. The committee charters also stipulate that meeting agendas and minutes are made available to OHSU members.

A key part of meeting both directives is the development of a dedicated O2 website. Agendas, minutes, work products, communications, progress reports and more will be regularly posted on this internal website. A public facing website is also under development to share information with the broader OHSU community.

3. PROGRESS AGAINST RECOMMENDATIONS

The Implementation Committee has made good progress during this initial organizational phase. The foundational work described in Section 2 above is the basis for which a workplan for implementation will move forward. Significantly, a key recommendation, on which the fulfillment of others hinge, is the nationwide recruitment of an Executive Vice President for Human Resources, People and Culture. The organizational phase for this recruitment process is going well, and the approach is expected to inform future collaboration between the committees.

4. ASSESSMENT AND LOOK AHEAD

Based on the activity during this reporting period, the co-chairs believe the initial work of the Implementation Committee has been effective. Future work in the near term will focus on:

- After receiving of feedback from the Oversight Committee, finalizing the position description for the recruitment of the Executive Vice President for Human Resources, People and Culture, and formally starting this nationwide recruitment
- Reviewing activity that began shortly before or during the Covington investigation to ensure it is aligned with the recommendations and assessing it through the committee's trauma-informed four screening questions
- Finalizing workstreams and identifying project leads
- Formalizing workstreams into a workplan including scope, timelines, budgets and more. The committee will share this initial workplan at the Board meeting in April.

All aspects of this work and planning will be shaped by ongoing input and guidance from and collaboration with the Oversight Committee members and co-chairs.