



March 16, 2022

Dear President Jacobs and OHSU Board of Directors:

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

As a prelude to this inaugural monthly report for February 2022, we are providing information about the structure and content of our reporting process. Our goal is that, to the extent possible, aspects of our reporting will be standardized to clearly track progress over the coming months.

Each report will feature the following four sections:

- **Highlights**—an overview of committee work for the reporting period.
- **Activity overview**—a narrative discussion and/or listing of activities undertaken, underway or accomplished during the time period.
- **Progress against recommendations**—a presentation of progress (the “framework for accountability”) with metrics defined for each of the Covington Report recommendations.
- **Assessment and look ahead**—a qualitative discussion of progress, including a perspective on the work of the Implementation Committee, and a list of what’s on the near-horizon.

We are honored to serve as co-chairs to this important effort and are grateful for the contributions of each member of the Oversight Committee.

Kind regards,

Alisha Moreland-Capua, M.D.

Michael Alexander, M.S.S.

Oversight Committee Monthly Report

Report #1 covering: February 2022

Submitted by: Alisha Moreland-Capuia and Michael Alexander

1. HIGHLIGHTS

The Covington Oversight Committee held its first meeting on Feb. 10, 2022. Principles associated with the trauma-informed approach underlying all aspects of the committee deliberations and work were introduced and applied, including guidelines about asking permissions, respecting shared expertise, co-constructing plans and creating safety. Foundational work to define the ways in which the Oversight Committee will interact with and oversee the Implementation Committee was also initiated, with considerable progress, including discussions regarding the development of a “framework for accountability.” A communications framework was also established to support transparency and accountability, including an O2 dedicated [intranet] website.

2. ACTIVITY OVERVIEW

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

- The committee charter
- The committee membership
- The inaugural meeting of the Oversight Committee
- Initial guidelines for collaboration with the Implementation Committee
- The communications framework

The committee charter. The charters for both the Oversight and Implementation committees—developed through a collaborative process with members of the President’s office and the four co-chairs of the two committees—were finalized and shared. The purpose of these charters is to direct the work of the committees while providing a framework to support an efficient and timely response to the Covington Report recommendations. The charter stipulates that the Oversight Committee “will review, monitor and provide input to the Implementation Committee.”

The committee membership. As stipulated in the committee charter, groups across OHSU, including but not limited to Employee Resource Groups, unions, the student council, the faculty senate, each school, the professional board and others were invited to nominate a representative to join the Oversight Committee. Six at-large positions were reserved for self-

nominations from OHSU members. The co-chairs received 192 applications for these six at-large positions. The applications were reviewed by the co-chairs based on several criteria, including how the individual would broaden the representation of employee or student voices. The resulting 36 member-roster is, by intent, wide and deep in diversity of representation, experience, perspective, cultural background, discipline and expertise. Committee members receive a stipend for attending the meetings.

The inaugural meeting of the full Oversight Committee. The full committee met virtually on Feb. 10. (Meetings are held monthly, the second Thursday, 9 – 10:30 a.m.). During this meeting, members shared information about their backgrounds and reasons for agreeing to serve. Broadly speaking, the members indicated they were hopeful about transformation at OHSU and eager to play a role in that process, and while some expressed a degree of skepticism that enough change can or will happen, they were willing to serve on the committee to be part of a hoped-for change. The group discussed the community agreements under which they will operate, which reflect key principles of the trauma-informed approach that will underlie all the deliberations and work of the committee. The group articulated the need to adopt by consensus a formal process of decision-making.

Members were also interested in understanding how the Oversight and Implementation Committees will interact. Further, the group discussed how accountability would be measured in this implementation phase. Related to this discussion, some members inquired about amending the charter to include a stronger call-out to accountability. As part of this agenda discussion item and in the post-meeting follow-up, the co-chairs introduced a “framework for accountability”—a spreadsheet-dashboard in which progress for every recommendation in the Covington Report will be measured and reported. This accountability framework is discussed again in Section 3.

A live poll was conducted during the meeting with results indicating 40% of the group is familiar with trauma-informed care and systems change. These poll results are discussed again in Section 4.

Initial guidelines for collaboration with the Implementation Committee. As noted above, members of the Oversight Committee were eager for actionable information about their role overseeing the work of the Implementation Committee. This is a topic of ongoing discussion in both committees and between the four co-chairs. Most immediately, the Oversight Committee will be involved in the process of recruiting a new Executive Vice President for Human Resources, People and Culture.

The communications framework. An aspect of the Covington Report recommendations is to ensure informative and timely communications to the OHSU community about how the

institution is moving to change its culture. The communications framework established during this reporting period helps meet this recommendation, along with the reporting obligations stipulated in the committee charter. It also maintains the institution's commitment to transparency as OHSU enters this complex implementation phase.

A key part of the communications plan is the development of a dedicated O2 website. This [internal intranet] site—which was reviewed by the Oversight Committee members before going live—serves as an ongoing source of updates and an archive for meeting agendas, minutes, presentations and outcomes. In addition, as requested by committee members, it will include self-submitted biographical information and photos (for those members who wish to share information). Drop-in forums with OHSU leaders and the committee co-chairs are being scheduled so OHSU members can ask questions and share feedback. Information will also be provided through OHSU Now posts. The development of a public-facing website to reach the broader OHSU community, including alumni, prospective students and employees and others was initiated this reporting period. The communications framework will evolve based on community feedback.

3. PROGRESS AGAINST RECOMMENDATIONS

A foundational task of the Oversight Committee is to deploy a framework for accountability. The Oversight Committee, in collaboration with OHSU Enterprise Project Management Office staff and the Implementation Committee, is developing a tool to list all recommendations contained in the Covington Report and track progress. The suite of metrics this dashboard will include—start date, status, target completion date, responsible individuals, etc.—is being finalized. This tool will also note instances in which some recommendations in the Covington Report align with initiatives already underway or planned as part of OHSU 2025, anti-racism plans and others. This dashboard will be posted on the O2 site and regularly updated. In subsequent monthly reports, outcomes from this accountability framework will be presented and discussed.

4. ASSESSMENT AND LOOK AHEAD

Based on the activity during this reporting period, the co-chairs believe the initial work of the Oversight Committee has been effective and strong; taking the time to set a solid operational foundation for the Oversight Committee is essential to making meaningful and lasting progress.

The co-chairs also conclude that the committee's collaboration with the Implementation Committee is off to a strong start. Thus far, the Implementation Committee co-chairs and members have voiced a keen interest in both seeking out the perspectives of the members of

the Oversight Committee, but also more broadly in viewing this response to the Covington Report as an opportunity to develop and model new ways of working across university hierarchies and moving past unexamined or damaging historical patterns.

At this stage, the co-chairs do not see a need for any significant course-corrections in the current framework, although two items will be addressed going forward:

- Based on the live in-meeting poll regarding familiarity with trauma-informed care and systems change precepts, described in Section 2, additional training on these concepts for Oversight Committee members is warranted. Establishing a common baseline in this area for these influential committee members is important to the institution's overall goal to ensure that the Covington recommendations and other initiatives are undertaken using a trauma-informed lens. This training will take place during subsequent full committee meetings and the materials will be posted on the O2 website for others to make use of as well.
- Some concern was expressed in the Oversight Committee meeting that the six-month time frame laid out in the charter is insufficient. As was explained during the inaugural meeting, the six-month time frame represents not an end but rather an intentional opportunity to pause, reflect, re-evaluate and change direction if needed. This explanation has been added to the O2 website in the FAQs and over the coming weeks and months, additional communication around this topic may be warranted.

Looking ahead, in March, the Oversight Committee members will provide feedback to the Implementation Committee on the developing position description for the new Executive Vice President for Human Resources, People and Culture. Going forward, the committee will review and provide feedback on the workstreams and evolving workplans now being developed by the Implementation Committee. The committee will also finalize the framework for accountability (the dashboard) and will provide feedback on the public-facing OHSU website now under development in which the work of both committees will be shared with the broader OHSU community.