



July 15, 2022

Dear President Jacobs and 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 fifth monthly report covers work completed in June 2022.

June was a month of considerable progress in deploying the “SBAR” process, the primary means by which the two committees are collaborating to develop trauma-informed proposals to meet the recommendations contained in the Covington Report. As this complex culture-change work continues, we are learning and refining our approach, and we are more certain than ever that our collective success at improving our systems, policies, procedures and practices depends on the deep engagement of the OHSU community.

Meaningfully integrating this degree of engagement takes time and practice. We are grateful to the members of both committees and to the broader OHSU community for their steadfast engagement in this culture-change work and their patience. Working together, we are striving to deliver outcomes that reflect and support a university environment in which all feel welcome, appreciated and safe.

We welcome your questions and comments.

Kind regards,

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Implementation Committee Monthly Report

Report #5 covering: June 2022

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1. HIGHLIGHTS

In June, the Implementation Committee made considerable progress developing SBAR (Situation, Background, Assessment, Recommendation) proposals while also working with the Oversight Committee to receive and integrate feedback input to revise proposals. Thus far, 10 SBAR proposals of the 31 identified as needed to meet the full suite of 45 Covington recommendations have been developed and six are under review by the Oversight Committee. The 10 proposals were developed to reflect the experiences of OHSU members, be inclusive, culturally responsive and trauma-informed — meaning they acknowledge the trauma caused by racism, harassment and other oppressions and integrate tactics to support healing and avoid re-traumatization. This month, the accountability framework (“the dashboard”) was launched, an important milestone. The dashboard links every Covington recommendation with its corresponding SBAR proposal and provides information on sequencing and status. Posted on both OHSU’s Covington response intranet (O2) and the [public-facing OHSU website](#), this tracking tool supports and reinforces OHSU’s commitment to transparency and accountability. In June, the Implementation Committee co-chairs continued outreach and communications efforts, attending the second drop-in forum hosted by President Danny Jacobs and presenting a status report to the OHSU Board of Directors. Looking ahead, the Implementation Committee will remain focused on developing SBARs to meet the recommendations, and on transitioning proposals approved by the Oversight Committee into the operationalization phase.

2. ACTIVITY OVERVIEW

Summary of the Implementation Committee meetings. The Implementation Committee met two times this month — June 6 and June 16, from 2:30 to 4 p.m. each time. The meetings were well-attended. Now that the SBAR process is being deployed in the development of proposals to meet the Covington recommendations, much of the work of the committee occurs outside of the regular meetings, thereby shifting the agendas/content of formal meetings. Workstream leaders develop or oversee the development of SBAR proposals outside of meeting time, with their initial review by Implementation Committee members occurring in the committee’s shared online environment, at a time of their choosing within the target dates provided by committee staff. Formal meeting times are used to: discuss if an SBAR proposal is ready for submission to the Oversight Committee; sequence target dates for future SBAR proposal development; review input from the Oversight Committee; manage and share individual

workloads as needed; and bring new ideas, concerns and/or constituent feedback for the full committee's consideration. The broadest intent of the meetings is, thus, to ensure that the process is always-improving.

The launch of the accountability framework (dashboard). As previously reported, the two committees — in collaboration with OHSU Enterprise Program Management Office staff — developed an accountability framework, an excel-based tool to track the work underway to meet the recommendations. The tool centers accountability and transparency in this transformative work by linking every Covington recommendation with its associated workstream and SBAR proposal (or proposals), also providing sequencing and status information on the development and review of each SBAR. The dashboard was posted to OHSU's Covington response intranet (O2) and OHSU's public facing website on June 29. An announcement about the availability of the new tracking tool was distributed to OHSU members on July 6. The dashboard will be updated on the last Friday of each month. The tool will evolve and new data points will be added in parallel with the work products, including providing data on the units responsible for developing and operationalizing proposals.

A status report on meeting the Covington recommendations and developing SBAR proposals. The Covington Report lists 45 recommendations. Meeting these recommendations is not a 1:1 proposition because some recommendations require dependent steps, others list sub-recommendations and still others are overlapping. The Implementation Committee has identified 31 SBAR proposals that, taken together (along with two recommendations being met outside this SBAR process), will meet all 45 recommendations. A list of the 31 SBARs was provided in the May report from the Implementation Committee and is posted on the Covington response intranet (O2) website.

To date, the 10 SBAR proposals have been developed by the Implementation Committee and are under various stages of review within the Oversight Committee are:

With the Oversight Committee for final review/approval

- Consolidated data repository and centralized reporting system
- Realign the office of Affirmative Action and Equal Opportunity (AAEO)

With the Oversight Committee for initial review

- Update harassment, discrimination and retaliation policies
- Clearly define and communicate the roles and responsibilities for the OHSU Center for Diversity & Inclusion (CDI)
- Continue to conduct regular employee engagement surveys
- Revise, finalize and communicate the proposed disciplinary matrix

To be submitted to the Oversight Committee in July/August

- Develop and communicate a strategic diversity, equity and inclusion vision for the organization
- Increase the number and diversity of AAEO Investigators
- Centralize human resources staff and function
- Formalize CDI collaboration with other OHSU DEI-focused functions

The specific recommendations these SBAR proposals meet are listed on the [accountability dashboard](#).

SBARs are submitted to the Oversight Committee in batches of no more than four proposals. The agreed-upon time to complete the review process between the two committees of a single SBAR — from submission to revision to approval — is 21 days. (This is an initial estimate of the time required and may be adjusted as needed based on experience deploying this process and proposal complexity.) At any given time, thus, multiple proposals are being submitted from the Implementation Committee to the Oversight Committee, resulting in overlapping reviews and feedback for individual SBARs. This overlapping sequencing is an intentional strategy to help manage the time and resources of committee members, who have undertaken this culture-change work in addition to the responsibilities of their formal employment or educational roles at OHSU.

After approval of an SBAR proposal by the Oversight Committee, the Implementation Committee transitions the proposal into an operationalization plan, including scope-of-work, timeline, budget and other needed elements; workstream manager/s will oversee its deployment. Based on current timelines, the development of operational plans for four or more approved SBARs will begin in July and August.

Two recommendations of the 45 listed in the Covington Report are being addressed outside the ongoing collaborative SBAR process. These are:

- The Covington recommendation to recruit an executive vice president for human resources/chief people officer is underway. The search is being conducted on behalf of OHSU by The Furst Group. As discussed in prior monthly reports, a position description guiding the nationwide recruitment for this new leadership role was developed collaboratively with the Oversight Committee. An update to the OHSU community on the search will be provided later this summer.
- An SBAR proposal was developed outside of the two-committee framework to meet the recommendation that OHSU open recruitments to include external candidates as one tactic to increase diversity. This recommendation was identified early on in the process as appropriate to “trial” the SBAR template itself. The SBAR was submitted to OHSU’s position

management committee and subsequently approved. This recommendation was met in March 2022.

Status of outreach and communications. Committee co-chairs provided an update on the development of proposals to the Oversight Committee at their meeting on June 9. A summary of this is provided in the June 2022 Oversight Committee report. The co-chairs participated in the second of a series of drop-in forums hosted by President Danny Jacobs on June 23 and presented an update to the OHSU Board of Directors at the regularly scheduled public meeting on June 24. Both events were well-attended with many questions to the co-chairs about process and outcomes. The tenor of some questions suggested that communications may benefit from re-emphasizing that the deep engagement with the OHSU community in the culture-change process is intended to produce a long-lasting and sustainable transformation, and that honoring and integrating this degree of engagement takes time. Looking ahead, an interim report to the OHSU community summarizing the first six months of work is being developed.

3. PROGRESS AGAINST RECOMMENDATIONS

A summary of the progress made on meeting the recommendations is provided in Section 2 above and in the Oversight Committee June report.

4. ASSESSMENT AND LOOK AHEAD

In the coming months, the Implementation Committee will focus on five areas:

1. Revising and finalizing the SBAR proposals now under review by the Oversight Committee until they are approved. All approved SBARs will be posted on the intranet (O2) website.
2. Developing and initiating operationalization plans for approved SBARs that will include scope, staff, budget and timelines. These plans will be shared with the Oversight Committee for input prior to project start. To the extent possible, the plans will be templated to facilitate the comparison and contrast of plans for each SBAR.
3. Developing and appropriately sequencing the next set of SBAR proposals for Oversight Committee review.
4. Participating in and facilitating the input of Oversight Committee members in the recruitment of a new executive vice president for human resources/chief people officer and supporting efforts to provide a timely update to the OHSU community on this search process.
5. Continuing to support communications regarding this work, including the development of a six-month report to the OHSU community and participating in internal outreach such as, for example, an update to the OHSU all-managers meeting on July 15.