



July 15, 2022

Dear President Jacobs and OHSU Board of Directors:

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

We are encouraged to report that the month of June was very productive. Our committee continued to build on the collaborative trauma-informed foundation that was carefully established over the past several months. The committees remain on track to develop, review, revise and, ultimately, move a suite of proposals into the execution phase that will meet multiple (and in some cases, overlapping) recommendations listed in the Covington Report. Further, we anticipate that the pace of these outcomes will accelerate in the coming months, as the committees gain experience in applying and pacing the processes anchoring this work.

Overall, we are pleased with the progress of both committees and are confident it will help chart (and model) a path to a long-lasting and sustainable transformation of OHSU's culture. This potential for sustainability stems from the fact that responsive proposals to meet the recommendations are being developed (and, ultimately, operationalized) to capture the voices, concerns and experiences of a diverse, broad and inclusive representation of OHSU members. In turn, this process positions OHSU to be a national leader in achieving its goal to create a university environment where all feel welcome, appreciated and safe.

We deeply appreciate your ongoing support and welcome your questions and comments both on the material contained in this monthly report and any other aspect of this work. We continue to be honored to play a role in this transformational process and are committed to supporting Oversight Committee members as they work to fulfill the charge outlined in our charter.

All our very best,

Alisha Moreland-Capua, M.D.
Michael Alexander, M.S.S.

Oversight Committee Monthly Report

Report #5 covering: June 2022

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

1. HIGHLIGHTS

In June, the work of the two committees continued in its pivot from developing the trauma-informed foundation from which to build the intended culture change to deploying those processes to meet the Covington recommendations. The broad- and systems-based application of trauma-informed principles in this change process is unprecedented at OHSU (and across most university settings). With the support of university leaders, the conditions for physical and psychological safety — key tenets of trauma-informed systems change — are now being met within the Oversight Committee's shared space such that members feel safe to bring their authentic selves, stand in their respective truths, share honestly and openly with each other and with (and on behalf of) their stakeholder groups. Further, within this response process, Oversight Committee members are respected for their expertise and lived experiences, their feedback is solicited, warmly welcomed and thoughtfully woven into the proposals developed by the Implementation Committee.

The process is grounded in transparency, with Oversight Committee members encouraged to share all materials, proposals, feedback, tools and resources with their constituent groups, and to gather input on the proposals being developed to respond to the Covington recommendations. The resulting proposals reflect wide and diverse feedback and improve OHSU policies, procedures and practices in ways that simultaneously seek to identify and prevent racism, harassment and other oppressions. This collaborative process guiding the work between the Oversight Committee and the Implementation Committee is in itself an early stirring of culture change at OHSU, helping to establish roots that have the potential to contribute to the creation of a university environment that is safe and inclusive (foundational components of a trauma-informed organization).

This month, the Oversight Committee began the review of four new proposals submitted by the Implementation Committee and entered the final stage of a review for two others. The review of an additional four proposals developed by the Implementation Committee will begin in July/August, bringing the total to 10 proposals of the 31 currently identified as needed to meet the 45 Covington recommendations.

This month also marked the launch of the accountability framework (dashboard). A milestone in the collaborative response work, the dashboard expands OHSU's commitment to transparency, which is an essential value in trauma-informed systems change processes.

Outreach and communications to the OHSU community grew; in addition to formal institution-initiated events, peer-to-peer communications from Oversight Committee members to their stakeholder groups increased, with two unit-level town halls (research and School of Medicine) about the Covington response announced in June.

2. ACTIVITY OVERVIEW

The activity of the Oversight Committee this month focused on six areas, listed here and discussed in greater detail in the sections below:

- The fifth meeting of the Oversight Committee
- Trauma-informed systems change training (*to be trauma-informed is to be anti-racist*)
- Update from the Implementation Committee co-chairs
- Launch of the accountability framework (dashboard)
- Status of the Situation, Background, Assessment, Recommendation (SBAR) proposals
- Outreach/communications

The fifth meeting of the Oversight Committee. The Oversight Committee met virtually on June 9, from 9 to 10:30 a.m. Thirty-two of the 36 members were present. Co-chair Moreland-Capuia asked the group to reflect on the following quotation from Barack Obama: “It’s important to make sure that we’re talking with each other in a way that heals, not in a way that wounds.” Co-chair Michael Alexander reviewed the co-constructed community agreements and introduced the co-chairs of the Implementation Committee for their second update to the committee. Dr. Moreland-Capuia presented the fourth mini-lecture on trauma-informed systems change training. The remainder of the meeting was dedicated to the discussion of the SBAR proposals currently in the review/revision feedback process and to providing guidance for the review of new proposals forthcoming from the Implementation Committee to take place outside of meetings.

Trauma-informed systems change training. As described in the first monthly report (February 2022), to help establish a common baseline of knowledge and vocabulary, Dr. Moreland-Capuia spends about 10 minutes at each full Oversight Committee meeting providing a mini-lecture on key facets of trauma-informed systems change principles. During the June 9 meeting, Dr. Moreland-Capuia presented the fourth of these mini-lectures titled “*To be trauma-informed is to be anti-racist.*”

Dr. Moreland-Capuia described the trajectory of scholarly and other work documenting the link between the centuries of racism in the United States to present-day trauma-based responses, sometimes tracking across generations. She provided information on the scientific basis for

understanding how racism can lead to trauma effects — the human body has evolved to react to periodic trauma with a time-limited fear-based response but the systemic and ever-present effects of racism and other forms of oppression can transform this into a chronic response, with profound impacts on individual and collective institutional/society health and well-being. To be trauma-informed, thus, requires acknowledging this history and changing policies and practices accordingly.

The slides from this mini-lecture were subsequently posted on the Covington response webpage on OHSU's intranet (O2), along with other resources that support efforts by OHSU members to learn about trauma-informed systems change.

Update from the Implementation Committee co-chairs. Implementation Committee co-chairs Alice Cuprill Comas and Susan Bakewell-Sachs provided a second monthly update to the Oversight Committee members focused on process data collected and interpreted (lessons-learned) thus far from the SBAR review/revision process. This data demonstrated the impact of the Oversight Committee performing its charge to “review, monitor and provide input” to the Implementation Committee; the original proposals were substantively revised and the SBAR template (how the proposals themselves are structured and what content is included) was changed to reflect questions and input from committee members. The co-chairs indicated that the Implementation Committee would aim to submit four SBARs per month to the Oversight Committee and that sequencing of these four would depend, in part, on the complexity of the issues a given proposal is addressing. The co-chairs also responded to feedback from Oversight Committee members about expanding or otherwise altering the original recommendations contained in the Covington Report. Co-chair Cuprill Comas reiterated that the Board of Directors' charge to the Implementation Committee is to implement the recommendations, and that absent a change to that charge, there is no authority granted to change the recommendations.

Launch of the accountability framework (dashboard). The accountability dashboard was launched in June, marking an important milestone. This tracking tool links every Covington recommendation with its associated workstream and SBAR proposal (or proposals), providing status information on the development, review and sequencing of each proposal. Posting the accountability dashboard on both OHSU's intranet (O2) site and the [OHSU public-facing website](#) assures the widest possible access to the tracking tool across the full spectrum of the OHSU community. The dashboard will be updated monthly, and new data will be added as available, including information stipulating the unit/department responsible for implementing an approved proposal. The announcement about the accountability dashboard that was distributed to all OHSU members on July 6 is provided below.

Covington response committees launch “accountability dashboard”

Tracking tool reinforces commitment to transparency in OHSU culture change work

The two committees charged by President Jacobs with responding to the findings in the Covington Report have launched an “accountability dashboard.” This tool links every recommendation listed in the report with information about the ongoing response — proposal title, status, sequencing and other data.

The dashboard is posted on the Covington response intranet (O2) site and the public-facing OHSU website, along with information about the workplan being used by the two committees — Implementation and Oversight — to guide the development of responsive proposals. A key purpose of the dashboard is to provide a process to monitor outcomes, and by extension, a new opportunity for the OHSU community to be engaged in this culture change work.

Currently, the accountability dashboard shows how the two committees are collaboratively developing, reviewing and approving multiple project proposals that address Covington recommendations. These proposals include (among others):

- Conducting a nationwide search for a new executive vice president for human resources/chief people officer
- Realigning the Office of Affirmative Action and Equal Opportunity (AAEO)
- Creating a centralized database to track and report against incident/misconduct data and associated investigations
- Updating OHSU’s harassment, discrimination and retaliation policies
- Communicating discipline guidelines and processes
- Continuing to conduct employee engagement surveys
- Centralizing human resources
- Increasing the number and diversity of AAEO investigators
- Providing more sophisticated training for human resources investigators
- Defining and communicating the roles and responsibilities for the OHSU Center for Diversity & Inclusion
- Developing an institution-wide diversity, equity and inclusion vision

“Realizing our shared goal to create a university environment where all feel welcome, appreciated and safe depends on centering transparency and accountability,” said Alisha Moreland-Capuia, M.D., co-chair of the Oversight Committee. “The dashboard is one more demonstration of the commitment to these values OHSU has embedded in this transformative culture change work.”

The Implementation Committee is charged with developing the tactical response to the recommendations. The Oversight Committee's charge is to review these proposals, gathering feedback from groups they represent to ensure the responses reflect OHSU member needs. After the Oversight Committee approves a proposal, an implementation plan is developed including scope of work, timelines, budget and more.

The committees have been working since February to develop (and now are deploying) a collaborative process in which proposals to meet the recommendations are inclusive, reflect OHSU members' lived experience, are 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 trauma-informed process to develop proposals itself is an important work product from the committees. It takes time and practice to use it effectively and it will help change OHSU in ways that are long-lasting and sustainable,” said Michael Alexander, M.S.S., co-chair of the Oversight Committee. “As the saying goes, we need to take a new road if we want to get to a different place.”

The accountability dashboard will be updated monthly, and new data will be added as available, including information about the unit/department responsible for implementing an approved proposal.

“While our charge specifies implementing the recommendations of the Covington Report, we are committed to integrating trauma-informed principles and process and positioning OHSU for larger culture change. This journey is vitally important for each and every one of us and ultimately will take all of us to achieve our goals,” said Susan Bakewell-Sachs, Ph.D., R.N., F.A.A.N., Dean of the OHSU School of Nursing and co-chair of the Implementation Committee.

Status of Situation, Background, Assessment, Recommendation (SBAR) proposals. The trauma-informed SBAR collaborative process is the conduit by which the two committees are fulfilling their charge to meet the Covington recommendations. This month, the committee began the review of four new proposals submitted by the Implementation Committee and worked through the final stage of review for two others. An additional four proposals were undertaken by the Implementation Committee during June, which will be submitted to the Oversight Committee for review in July/August. The SBAR titles are listed in Section 3.

Co-chairs of both committees continue to discuss the sequencing of the SBAR development and review process. Their goals are to provide members of both committees (all of whom also have responsibilities to their employment or educational roles) the time needed to meaningfully

complete their tasks and gather feedback from stakeholder groups, while also ensuring that outcomes are delivered in a timely manner. As noted in the May progress report, the current schedule is designed so that the entire bi-directional review/revision process for an individual proposal after being submitted to the Oversight Committee takes 21 days to complete, depending on the volume and type of feedback. Going forward, this sequencing and timing may be adjusted, based on committee member feedback and experience in applying the processes.

Outreach/communications. In addition to regular updates to the Covington response intranet (O2) and OHSU public facing websites, outreach and communications continued during the month of June focused on three areas:

- The co-chairs of both committees participated in the second drop-in forum hosted by President Jacobs on June 23. This informal online gathering was an opportunity for OHSU members to learn more about the culture change work, to ask questions and provide input. The forums are recorded and posted on the Covington response intranet (O2) site. These forums will be an on-going outreach event.
- The co-chairs presented an update on the response work at the OHSU Board of Directors regularly scheduled meeting on June 24. A recording of this presentation was posted on O2 and also on the [public-facing OHSU website](#).
- Peer-to-peer communications from Oversight Committee members with the groups they represent increased, with two unit-level town halls (research and School of Medicine) announced in June. This peer-to-peer communication, an intended outcome of the two-committee response framework, is potentially an early indicator of a culture shift underway as communications expand from a predominantly top-down model to include embedded non-hierarchical approaches.

3. PROGRESS AGAINST RECOMMENDATIONS

The number of SBARs currently identified by the Implementation Committee needed to meet the full suite of 45 Covington recommendations is 31. The [accountability dashboard](#) lists the 31 SBARs and identifies which recommendation/s each meets. Of note, meeting the 45 recommendations is not a fully 1:1 proposition, hence the need for fewer SBARs than listed recommendations. The Implementation Committee has developed 10 SBAR proposals to date. Of these, six are under active review by the Oversight Committee and review for another four will begin in July/August. The titles and status of the SBARs are listed below:

With the Oversight Committee for final review/approval

- Develop a 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

Two recommendations listed in the Covington Report are being addressed outside the ongoing collaborative SBAR process: 1) the recommendation to recruit an executive vice president for human resources/chief people officer (this national search is underway); 2) the recommendation that OHSU open recruitments to include external candidates as one tactic to increase diversity (this was met by administrative action in March 2022).

4. ASSESSMENT AND LOOK AHEAD

The Oversight Committee co-chairs conclude that the pace and sequencing of the Covington response work is satisfactory. As noted previously, deploying the trauma-informed collaborative process to meet the recommendations is a new undertaking for the institution and, as such, requires time and repetition. Nevertheless, there is an expectation that four SBAR proposals will be submitted to the Oversight Committee by the Implementation Committee for review each month.

The SBARs will be sequenced for development and review based on a variety of factors, including complexity of a given recommendation. For example, realigning the AAEO is an organizational change affecting the reporting structure of a single self-contained department. By contrast, developing and implementing an institution-wide strategy for diversity, equity and inclusion will touch all units across OHSU and the full employee base of close to 20,000 and 5,000 students, plus patients, volunteers, and other community members.

As progress continues in the SBAR process, proposals will be approved by the Oversight Committee to move into the operationalization phase. In the coming months, foundational work within and between the two committees will begin to define the mechanisms by which

the Oversight Committee can meet its charge to provide input to and monitor the work of the Implementation Committee during project execution.

In July, led by the co-chairs, the Oversight Committee will undertake an internal evaluation process that will invite committee members to collaboratively assess the methods, meetings and membership.