We are at the cusp of an important cultural transformation at OHSU. Over the last couple of years, we have become more intentional about enhancing our infrastructure and allocating resources to further magnify our strategic focus on diversity, inclusion and equity. We are making significant improvements in tackling the challenges and opportunities of delivering quality healthcare and training the next generation of professionals in rapidly diversifying communities throughout Oregon.

While embracing diversity has been an important part of OHSU’s culture for many years, advancing the cause of inclusion and equity requires dedicated and committed staff members and strong support from top leadership. Change will result from coordinated and sustained efforts by all members of the campus community.

Empowered with a bold charge and increased allocation of resources, the CDI built capacity and enhanced infrastructure to implement new services and programs that aim to further advance diversity and inclusion. While all missions have a responsibility to expand OHSU’s diversity and inclusion goals, the CDI team coordinates and leads the university-wide diversity efforts by providing services, consultation, and community outreach.

Thank you for your ongoing commitment to helping OHSU become an organization that not only values diversity, but lives it everyday.

Norwood Knight-Richardson, M.D., M.A., M.B.A., Senior Vice President, Chief Administrative Officer, Chief Diversity Officer

Leslie D. Garcia, M.P.A., Assistant Vice Provost and Director, Center for Diversity & Inclusion
Diversity is central to OHSU’s core values. Over the university’s 125-year history, OHSU has grown into a world-class teaching hospital and research center that educates, employs and cares for people from many cultures, belief systems and experiences.

Business Case for Diversity

Diversity and inclusion maximize our true business potential, creativity, innovation, quality patient care, educational excellence and outstanding service.

Enhancing a Community of Inclusion

Integrating diversity and inclusion and achieving cultural transformation throughout the university requires broad-based commitment, sustainable and enduring support, and human and fiscal resources.

To create a successful community of diversity and inclusion, the OHSU Executive Leadership Team must fully endorse and embrace the Diversity Action Plan. Each leadership team member must ensure the plan is carried out by each person in their mission area and in every business activity and strategy within OHSU.

Guiding Principles for Success

• OHSU must continue to make a significant financial commitment and investment in individuals and programs.
• All OHSU community members must understand issues of diversity and inclusion are a shared responsibility.
• Diversity is a result of coordinated and sustained efforts by all members of the campus community. It requires innovative leaders.
• OHSU members must value all people, ideas and thoughts, embracing the power of difference.
• OHSU must continue to develop methods to ensure leaders are accountable for implementing diversity initiative and programs.
• OHSU must implement effective, integrated and sustained continued communication and engagement strategies.
• Resources and tools are continuously available to make diversity and inclusion an integral part of all processes and initiatives in all mission and units.

JOSEPH E. ROBERTSON, JR.
M.D., M.B.A.
OHSU PRESIDENT

“Diversity is vitally important to OHSU’s evolution as a world-class health and science university. Being a diverse institution creates an intellectually vibrant climate where a variety of ideas and perspectives work together to foster innovation.

Diversity is key to maintaining a competitive workforce advantage. Integrating diversity within all areas and all parts of our mission is critical to OHSU’s strategic goal of being a great organization, diverse in people and ideas.”

OHSU VISION 2020 STRATEGIC PLAN GOAL 1

“Be a great organization, diverse in people and ideas”

OHSU is dedicated to improving the health and quality of life for all Oregonians through excellence, innovation and leadership in healthcare, education, research and community outreach. We recognize that diversity of people and ideas are essential to succeed and thrive.
The OHSU board and leadership team have elevated diversity and inclusion as key priorities that set the tone for how the university operates today. With increased resources, the Center for Diversity and Inclusion (CDI) has made significant strides in increasing recruitment, strengthening retention, improving the climate of inclusion and building community partnerships. We continue to develop and improve upon resources and tools to ensure that diversity and inclusion are a critical part of all processes and initiatives across all departments and units. Key CDI accomplishments include the following:

- Launched the 2013 OHSU Diversity Action Plan, providing leadership and vision for annual goals, strategies and objectives.
- Led the development of new institutional policies for diversity and articulated OHSU’s business case for diversity.
- Worked with senior leaders and managers to guide an effective and coordinated process for OHSU’s diversity goals and strategies across the missions.
- Established new employee resource groups for OHSU staff, students and faculty.
- Implemented the $2 million President’s Fund for Diversity, which allocates $1.2 million in diversity scholarships to students across all academic units. The fund also supports OHSU’s renewed Faculty Recruitment and Retention Initiative.
- Provided diversity and inclusion training to almost 200 OHSU leaders, managers and staff.
- Organized and hosted multiple gatherings for faculty, students and staff to promote a community of inclusion throughout OHSU.
- Honored diversity champions throughout OHSU with the first annual Diversity and Inclusion Awards.
- Financially supported a number of community-led diversity-focused events and activities.
- Collaborated with OHSU administrators, department chairs, deans and faculty to support policies, procedures and services related to disability services and accessibility.
- Implemented educational outreach programs and enrichment programs. New programs this year included: Student scholars from the Minority Chambers of Commerce, School of Medicine Visiting Clerkship Program, Equity Summer Program, and other educational opportunities with diverse community partners.
OHSU received Basic Rights Oregon’s *Equality Advocate Award*, presented at the annual Oregonians Against Discrimination Business Leaders Luncheon. Basic Rights Oregon applauded OHSU for outstanding leadership for LGBT equality and for trans justice work by providing inclusive health care benefits for employees.

For the third year in a row, OHSU is recognized as a “Leader in LGBT Healthcare Equality” in the Healthcare Equality Index 2013, an annual survey conducted by the Human Rights Campaign. OHSU earned top marks for its commitment to equitable, inclusive care for LGBT patients and their families.

Awards and Recognition

The Hispanic Metropolitan Chamber of Commerce honored OHSU with its 2013 *Bravo! Award*, recognizing the university’s contributions to the economic and social advancement of Latinos in Oregon and southwest Washington.

The Oregon League of Minority Voters honored OHSU President Dr. Joseph E. Robertson, Jr. with the 2013 *Hope and Liberty Award*, recognizing his leadership and commitment to advancing diversity and inclusion across the university.

Under Dr. Robertson’s leadership, OHSU enhanced its infrastructure and allocated resources systemwide to support efforts in diversity, inclusion and equity. OHSU adopted new institutional policies for diversity and articulated OHSU’s business case for diversity, and enhanced efforts to recruit and retain diverse students, staff and faculty.

OHSU Mission: OHSU strives for excellence in education, research and scholarship, clinical practice and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative and cooperation among students, faculty and staff.

OHSU Vision: OHSU will partner to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of all Oregonians.

**DIVERSITY AT OHSU**

At OHSU, we embrace the full spectrum of diversity, including age, color, culture, disability, ethnicity, gender identity or expression, marital status, national origin, race, religion, sex, sexual orientation, and socioeconomic status. We respect and support diversity of thought, ideas and more.

**COMMITMENT TO INCLUSION**

To fully leverage the richness of our diversity at OHSU, we must create, maintain and promote a community of inclusion. Inclusion means we honor, respect, embrace and value the unique contributions and perspectives of all employees, patients, students, volunteers and our local and global communities. It also includes removing barriers to individual success.

*OHSU Equal Opportunity Policy No. 03-05-030*
CONSULTATION
We serve as a resource hub for the OHSU community on matters related to diversity and inclusion across campus. We help navigate policies, develop communication tools and materials, offer diversity best practices in teaching and learning, and connect you with community resources.

CULTURAL COMPETENCY TRAINING
We provide training and resources to help the academic units, hospitals and other campus groups improve cultural competency and achieve diversity goals.

DIVERSITY EVENTS
The Cultural Competency Lecture Series provides opportunities to learn about the aspects of diversity, and develop tools for working within a complex and multicultural health care system. We host social gatherings, networking and community outreach events that celebrate OHSU’s diversity.

EMPLOYEE RESOURCE GROUPS
An employee resource group is an OHSU-sponsored, employee-managed group of people from an underrepresented background and their allies, to create opportunities for career development, social support, networking, and community participation.

STUDENT PIPELINE PROGRAMS
Summer Research Internship: OHSU’s Summer Equity Research Program offers a paid internship opportunity for undergraduate students receive career mentoring and shadowing opportunities from OHSU faculty mentors from the Schools of Medicine, Nursing, Dentistry and Graduate Studies.

Health & Science Career Conference: OHSU hosts an annual conference for high school and college students who want to pursue a career in health sciences. CDI brings more than 400 students from diverse backgrounds to hear student and faculty panels on fields of study and career paths in health care and research.

Hands-On Research Experience: The Ted R. Lilley Cancer Continuing Umbrella of Research Education (CURE) Project is supported by CDI and the OHSU Knight Cancer Institute. The program targets high school students to provide hands-on research experience and science exposure to increase participation of historically underserved and disadvantaged students in biomedical research and health-related fields.
Culture Matters. Cultural competence is achieved by identifying and understanding the needs and help-seeking behaviors of individuals and families — and then creating services that are tailored to the unique needs. Source: National Center for Cultural Competence

OUR MISSION
Diversity and inclusion are integral to OHSU’s vision, strategy and business success. The Center for Diversity & Inclusion (CDI) leads and supports university-wide initiatives to create an environment of respect and inclusion for all people. CDI is dedicated to fostering partnerships to enhance OHSU’s mission of healing, teaching, discovery and community service.

OUR VISION
The OHSU Center for Diversity & Inclusion strives to build a vibrant environment, where the power of difference maximizes true potential for innovation, collaboration, and educational and service excellence.

Pictured Above:
Norwood Knight-Richardson, M.D., M.A., M.B.A., Senior Vice President, Chief Administrative Officer, Chief Diversity Officer, and Leslie D. Garcia, M.P.A., Assistant Chief Diversity Officer, Vice Provost and Director, Center for Diversity & Inclusion

Diversity Highlight: LEADERSHIP

LEADERSHIP IN DIVERSITY
The Diversity Advisory Council and Physical Access Committee are co-led by CDI and OHSU’s Office of Affirmative Action and Equal Opportunity.

DIVERSITY ADVISORY COUNCIL
Comprised of staff, faculty and student representatives from all the university’s mission areas, the Diversity Advisory Council advises OHSU’s president and leadership team on enhancing diversity, cultural competency and opportunity throughout the university.

PHYSICAL ACCESS COMMITTEE
OHSU’s Physical Access Committee works to identify barriers that prevent individuals with a disability from using campus facilities for instruction, academic support, assembly, employment and receive health services.
Increase Recruitment GOAL 1

Sustaining a diverse workforce begins with attracting people who reflect the changing demographics throughout Oregon and in the United States. To eliminate disparities in health care, it’s important to recruit professionals who are committed to addressing access, language, as well as myriad cultural differences and barriers.

In recent decades, Oregon has drawn people from all backgrounds who value the Northwest’s natural beauty and livability. Oregon is changing. Over a decade, the African American population grew by 21 percent; Asian Pacific Islanders increased by 41 percent, while the Latino population grew by 64 percent. Nearly 1 in 5 of Portland-area residents is foreign-born. Our region is home to burgeoning ethnic communities, eager to share the richness of diverse cultures with old-timers and newcomers alike.

To ensure that OHSU recruits highly qualified and diverse students, faculty and staff, recruitment efforts must be intentional and focused. To that end, OHSU hired Adrienne Thompson-Lawson, Ed.D., Diversity Manager for Faculty Recruitment and Retention. Adrienne provides support for the Schools of Medicine, Nursing, Dentistry, and the Research mission to increase the diversity outreach of our faculty ranks. She serves as a resource for search committees, and provides training and strategies for successful diversity recruitment.

Adrienne is enhancing a database of recruiting venues for diverse candidates that is made available to hiring directors and managers. She is developing a diversity faculty recruitment toolkit promoting best practices in screening, interviewing and communication strategies with diverse candidates.

Strategies for Success

Increase diversity among OHSU students at Schools and affiliates.

Increase diversity among residents and fellows.

Increase diversity in the faculty ranks within the OHSU Schools of Medicine, Nursing and Dentistry, their programs and affiliates.

Increase diversity in the workforce across OHSU missions.
Creating opportunities for young people to discover health and science careers is vitally important to building the pipeline of future health professionals from socially and historically disadvantaged minority communities.

Compared to their share of the population in Oregon, Blacks, Latinos, Native Americans and Pacific Islanders are highly underrepresented among OHSU’s student body.* Latinos represent 12 percent of the state’s population, yet, only 3.6 percent of OHSU students are Latino. While Blacks make up 2 percent of all Oregonians, only 1 percent of OHSU students are African-American.

**HIGHLIGHTS**

To design and execute student outreach programs, CDI partners with OHSU academic units. Over the past year, CDI:

- Provided $20,000 in scholarships to college-bound Oregon students through partnerships with community organizations
- Welcomed over 370 diverse high school and college students at the annual Health and Science Fair
- Matched 22 student summer interns with faculty mentors
- Hosted student scholars for seminars on college success
- Participated in college and career preparation events focused on diverse youth (see sidebar for local and national outreach events)

*More than 9.2 percent of OHSU students identify as Asians. This data point includes students from various ethnic Asian backgrounds. Disaggregated racial and ethnic data are not collected.
When patients visit health care providers who have similar backgrounds and lived experiences, they have better health outcomes. Providers who approach their patients with deep understanding and compassion easily gain their patients’ trust and respect.

As Oregon’s only academic health center, OHSU trains the next generation of doctors, dentists, nurses and health care professionals. To address the health care needs of rapidly diversifying communities, it’s important to develop a pipeline of professionals who are committed to addressing access, language and cultural barriers. To develop cultural competence, health professionals must be trained in settings that reflect diversity in society. When diverse faculty and students combine their differing backgrounds, perspectives and skills, they come up with new and effective ways to manage and deliver health care.

OHSU continues to make great strides in developing an inclusive culture that retains and promotes diverse individuals, but we still have work to do. Among OHSU’s 2,129 faculty members, about 308 identify as minorities. Of these, only 78 belong to underrepresented minority groups.

The underrepresentation of racial and ethnic minority faculty in U.S. medical schools is not unique to OHSU. However, we have made a commitment to elevate diversity as our institution’s topmost goal. To remain competitive, we are investing resources in a diverse and engaged workforce to propel OHSU toward achieving greater excellence in patient care, education and research.
Culture Matters. As researchers, educators, mentors, clinicians and leaders, minority faculty expand certain areas of research, serve as role models, model culturally competent care, and play key functions in setting institutional agendas. Source: Association of American Medical Colleges

Investing in Retention of Diverse Faculty

HIGHLIGHTS

Key contributions of the CDI staff in retaining diverse students, faculty and staff include:

- Implemented the $4 million Faculty Recruitment and Retention Initiative
- Actively participated in Women in Academic Medicine, Academic & Student Affairs Council, School of Medicine Admissions, and other committees representing diversity
- Engaged OHSU administrators, department chairs, deans, and faculty in supporting appropriate policies and procedures related to diversity, cultural competency, recruitment, retention, and funding opportunities.
- Provided grant support for principal investigators
- Began development of “Faculty Retention Strategic Plan” that will focus on mentoring, cultural competency trainings and other best practices
- Facilitated travel support for faculty, students and staff to national undergraduate minority conferences, including the Annual Biomedical Research Conference for Minority Students, the Society for Advancement of Chicanos and Native Americans, and the Student National Medical Assn.
- Provided financial and staff support for diverse student interest groups, including the Asian Pacific American Medical Student Assn., the Latino Medical Student Assn., the Student National Medical Assn., Students for LGBTQ Health, and the Students of Islam and Medicine Society

Diversity Highlight: OUTSTANDING RESEARCHER

DENA HASSOUNEH
PH.D., R.N., A.N.P., P.M.H.N.P., A.P.R.N.-B.C.

Dr. Hassouneh’s scholarly work focuses on two key areas: addressing inequalities in nursing education, and understanding and improving mental health disparities in women. She has focused on the experiences of diverse groups, including Muslim women, women in same-sex relationships, Latinas, and women with disabilities. Her current research seeks to establish substantive grounded theory and give voice to the diverse experiences of faculty of color in European-American schools of medicine.
“The Equity Research Program has been a great opportunity. Not only have I been able to meet diverse faculty, employees, and students from OHSU, but undertaking a research project with the guidance of a faculty mentor has given me a better perspective into the field of dentistry.”

Lenin Aquino (pictured above), a 2013 Equity research intern. He completed his clinical internship under the tutelage of Dr. Wael Sabbah, B.D.S., D.D.P.H., M.Sc., Ph.D., associate professor in the OHSU Department of Community Dentistry.

Internship Programs Create Key Opportunities

Each year, OHSU offers paid internship opportunities for college and high school students who are interested in furthering their studies in research, medicine, nursing or dentistry.

The OHSU Equity Summer Research, Dental, Nursing and Medicine Internship Program matches students with faculty mentors in a research and/or clinical setting. In collaboration with OHSU Knight Cancer Institute, CDI provides an opportunity for high school students to work on cutting-edge research through the Ted R. Lilley Cancer Continuing Umbrella of Research Education (CURE) Program.

Twenty-two interns were selected from a highly competitive pool of over 200 applicants. The average cumulative GPA for the research cohort is 3.70. Throughout the eight-week program, interns worked alongside faculty mentors and OHSU clinicians for 40 hours each week. Students attended weekly seminars and meetings with fellow interns and faculty to discuss ongoing research. Interns also receive mentoring about their individual career path. At the end of the program, each intern presented a poster of their research project.

“These programs wouldn’t be possible without the partnership of OHSU research and clinical mentors who are providing hands-on learning opportunities for students,” says Leslie D. Garcia, OHSU’s Assistant Chief Diversity Officer and Director, Center for Diversity and Inclusion.
The Center for Diversity & Inclusion collaborates with the Schools of Dentistry, Medicine, and Nursing and the College of Pharmacy to host a one-day conference for high school and college students interested in pursuing a career in the health care and science professions. The conference encourages diverse students to study health and sciences. The workshop sessions provide students with insight on health care and science professions in medicine, nursing, dentistry, allied health, engineering, biomedical informatics, dietetics & nutrition and pharmacy.

Faculty and staff from various academic units offer tips on admissions processes and other relevant information about matriculating into OHSU programs.

Did You Know? A 2011 survey among entering medical school students reveals that 56% of African-American, 36% of Hispanic and 34% of Native American matriculants plan to practice in underserved areas. Source: Association of American Medical Schools

An Introduction to Health and Science Careers

Diversity Highlight: OUTSTANDING FACULTY

DR. EDWARD NEUWELT, M.D.

Dr. Neuwelt champions targeted outreach and education for diverse, underserved students. He initiated and developed a partnership with Ponce Medical School in Puerto Rico, to recruit underrepresented minority students for clinical and pre-clinical rotations at OHSU. The goal of the effort is to recruit diverse students and to increase their interest and awareness of neuro-oncology.

Through the collaboration, Ponce medical students have participates in research, clinical clerkships, and research-related internships at OHSU. Dr. Neuwelt received an award from the Walter S. and Lucienne Driskill Charitable Foundation to fund travel, living expenses and stipend support for students.

Dr. Neuwelt was also one of the founders of the “OHSU Partnership for Scientific Inquiry” high school science class. Through the program, he has helped introduce students from all socio-economic levels to the scientific process.
Improve the Climate of Inclusion

OHSU’s 2010 Diversity Climate Assessment provided insight into the experiences and perceptions of staff and students regarding diversity and inclusion. There are many people who feel connection with and respect for their colleagues, and feel fortunate to work at OHSU. What emerged was a clear call for increased proactive efforts to bring people together, in an effort to develop a culture of understanding, respect and inclusion.

The launch of OHSU’s first Diversity Action Plan sets in motion a wide array of strategic, targeted and institutionally integrated approaches to advancing diversity and inclusion throughout the OHSU community and beyond. We are grateful for the contributions of staff, faculty and students in mapping the future of inclusion and engagement, particularly members of OHSU’s Diversity Advisory Council and the Physical Access Committee.

Comprised of staff, faculty and student representatives from all the university’s mission areas, the Diversity Advisory Council advises OHSU’s president and leadership team on enhancing diversity, cultural competency and opportunity throughout the university. OHSU’s Physical Access Committee works to identify barriers that prevent individuals with a disability from using campus facilities for instruction, academic support, assembly, employment and receive health services. The committee advises OHSU’s administration on access needs and priorities to meet those needs.

See the inside back cover for a list of individuals serving on the committees.

Strategies for Success

Model and demonstrate inclusion.

Increase cultural awareness and understanding across OHSU.

Provide an inclusive and accessible environment.

Implement a university-wide diversity climate reassessment and improvement process, including periodic surveys, diverse focus groups and diversity program inventories.
**Focus on Access and Patient-Centered Care**

All people must feel welcome at OHSU. Dignity and respect are essential to creating a community of inclusion. Education is key to ensure that everyone receives the highest quality service, regardless of ability, culture, race, gender, sexual orientation, social class or economic situation. CDI hosts thought leaders and practitioners who share best practices in providing culturally competent services and programs.

OHSU has been honored by the Human Rights Campaign as a “Leader in LGBT Healthcare Equality.” The distinction recognizes efforts that ensure equal access for LGBT people through inclusive policies, protect patients and staff from discrimination, and provide staff training in patient-centered care.

**HIGHLIGHTS**

CDI partners with the Physical Access Committee (PAC) in developing an accessible and welcoming campus with universally accessible facilities for people with disabilities and older adults. We bolster initiatives that facilitate equal access to OHSU programs and services. The PAC has successfully:

- Consulted on the design and construction of an accessible ramp, parking lot route and parking spaces to improve accessibility to the Child Development and Resource Center (CDRC)
- Ensured adequate accessible parking is available on campus
- Enhanced safe and accessible routes to Physicians Pavilion
- Maintained and updated triage list of reported physical access barriers

In 2012, OHSU became the largest employer in Oregon to provide health insurance coverage for care related to gender transition for OHSU employees and their dependents.

Transition-related health care is designated as medically necessary by the American Medical Association. The employee group OHSU Pride played a vital role in the extensive internal review that led to the health benefit extension.

The change extends coverage for care related to gender transition, and helps ensure barriers are removed when transgender people seek insurance coverage for health treatments.

“Expanding services to include transgender benefits affirms our commitment to developing a diverse and inclusive environment at OHSU,” says Norwood Knight-Richardson, M.D., M.B.A., M.A., OHSU senior vice president, chief administrative officer, and chief diversity officer.
The Power of Difference

Enhancing an environment of inclusion requires respect, accountability and a shared commitment toward alignment with the institution’s key goals. Guided by values of principles centered on diversity and inclusion, the Center for Diversity and Inclusion offers programs and services that cultivate unity, productivity and collaboration. From hosting events that bring the entire OHSU community together to leading university-wide efforts to reward achievements CDI leads and coordinates efforts across OHSU to further advance diversity, inclusion and engagement.

CULTIVATING A RESPECTFUL ENVIRONMENT
Diversity encompasses acceptance and respect. Giving and receiving respect is the foundation of healthy work and learning environments. To underscore the importance of recognizing the individual differences that complement our community, CDI hosted eight training sessions for almost 200 staff members. The training emphasized why culture matters in attracting and retaining top talent, and helped staff define, design and develop tools to create an authentic culture of inclusion, respect and engagement.

RECOGNIZING ACHIEVEMENT
The first Diversity and Inclusion Awards recognition event drew more than 300 people to celebrate outstanding contributions of diverse students, faculty, staff and community partners. Awardees from across the different mission areas emphasized a commitment to enhancing quality patient care, educational excellence and outstanding service. Staff members from the Intercultural Psychiatric Program, the most successful trauma treatment program in the United States. The program serves more than 1,100 patients from diverse ethnic backgrounds. Learn more at www.ohsu.edu/diversity-awards.

“The ‘Respect’ training was one of the best trainings I’ve ever attended. It was engaging, offered a fresh perspective on diversity and provided us with concrete things we can do to create a community of inclusion and respect at the university.”

Susan Aromaa, M.S., Oregon Rural Practice-based Research Network
Employee Resource Groups

OHSU seeks to attract, retain, and develop the best talent available, and create an environment that values diversity and inclusion. Our continued success depends on the diverse skills, experiences, and backgrounds that our employees bring to OHSU. To help foster employee growth and development while meeting the needs of a more diverse employee workforce, OHSU supports the formation and ongoing success of Employee Resource Groups (ERGs).

ERGs are OHSU-sponsored and employee-managed groups, and are comprised of people from underrepresented backgrounds or who share a common background or similar interest, and include their allies. The groups are open to everyone, and provide opportunities for career development, social support, networking, mentoring and community participation, and help promote cultural awareness and employee engagement.

“ERGs provide a safe place to discuss concerns freely, and offer networking and mentorship opportunities,” says Lina Reiss, Ph.D., Assistant Professor of Otolaryngology at the Oregon Hearing Research Center. Participating in an ERG contributes to the feeling of empowerment and the ability to share and address your concerns.”
Increase Community Partnerships  GOAL 4

Bolstering our presence in and support for diverse communities supports OHSU’s four-pronged mission of teaching, healing, innovation and community outreach. CDI has long maintained connections with community-based organizations, and with increased capacity and funding, we’ve been able to provide greater support for our local partners.

CDI funded the first-ever OHSU Vendor Fair, hosted by Facilities and Logistics, in an effort to create opportunities for women, emerging and minority-owned small businesses to do business with OHSU. In partnership with Portland-area minority chambers of commerce, we implemented educational outreach and enrichment programs.

Our dedication to advancing inclusion and equity within OHSU and the greater community has been recognized by regional and national organizations. The Association of American Medical Colleges commended the deliberate focus of OHSU student enrichment programs on serving diverse students. Basic Rights Oregon recognized OHSU for inclusive healthcare with the 2013 “Equality Advocate Award.” The Oregon League of Minority Voters honored the commitment and leadership of OHSU President Dr. Joseph Robertson Jr. with its annual “Hope and Liberty Award.”

Nominated by OHSU medical students, CDI Director Leslie Garcia received the 2013 “Outstanding Staff/Faculty” Award by the Latino Medical Student Association, Western Region. She also was honored with the Community Metropolitan Leadership Recognition by the Oregon Community Foundation.

Strategies for Success

Develop an OHSU-wide diversity engagement plan and annual diversity community report.

Engage and partner with community-based organizations to end health care disparities.

Increase visibility and participation of clinical and research missions at local and national levels.

Increase OHSU’s business relationships with minority, women-owned and emerging small businesses (MWESB).

Strengthen relationships with the OHSU Foundation, schools, alumni and other entities to develop and increase diversity scholarships.
Culture Matters. Health care services that are respectful of and responsive to the health beliefs, practices and cultural and linguistic needs of diverse patients can help bring about positive health outcomes. 
Source: Office of Minority Health

Engaging Diverse Communities

HIGHLIGHTS

• Fortified collaborative relationships with diverse community organizations. Working to expand networks in disability community, Native American and Asian Pacific Islander communities.

• Monitored diversity community outreach efforts and provided advice and information to OHSU leaders and other relevant stakeholders. Influenced emerging OHSU sponsorships and partnerships with diverse organizations.

• Cultivated, strengthened and expanded relationships with key entities and leaders including associations, civic groups, community members and leaders. CDI staff met with numerous leaders from public, private, civic organizations.


• Represented OHSU’s diversity efforts in the OHSU/Portland State University Collaboration Initiative.

• Financially supported events and activities that complement the strategic objectives of the Diversity Action Plan, including: Women in Academic Medicine Conference, Partners in Diversity’s Say Hey! quarterly event, and meetings of the Oregon Health Professionals of Color, among others (see sidebar list of vital partnerships).
Focus on Diverse Communities

SUPPORTING SCHOLARSHIPS
The Center for Diversity & Inclusion is proud to invest in future health care leaders and professionals through partnerships with local community organizations that promote access to higher education among underrepresented and diverse communities. We partnered with Black United Fund of Oregon and the Hispanic Metropolitan Chamber to provide scholarships to high school and college students who want to pursue academic and professional opportunities in health and sciences.

BUSINESS AND WORKFORCE EQUITY
Through sponsorships and partnerships, we supported the work of local chambers of commerce and business groups that enhance access and opportunities to minority, women-owned and emerging small businesses (MWESB). Leveraging long-standing relationships with the Alliance of Minority Chambers, the Hispanic Metropolitan Chamber, Oregon Native American Chamber of Commerce, and the Philippine-American Chamber of Commerce of Oregon, CDI sought to build and strengthen bridges among diverse business owners and OHSU’s contracting operations. We also engaged in crucial conversations about diversity and the future of Oregon’s workforce through our collaborations with Partners in Diversity and the Oregon Association of Minority Entrepreneurs.

ADDRESSING HEALTH DISPARITIES
For their work in effectively advocating to address persistent health disparities in Indian country, the Northwest Portland Area Indian Health Board was selected as this year’s recipient of the OHSU Diversity and Inclusion Award for Outstanding Community Partnership.

The Northwest Portland Area Indian Health Board (NPAIHB) is widely recognized throughout Indian country as an exemplary research and policy organization that is responsive to tribal health needs. Researchers at the NPAIHB, OHSU’s Prevention Research Center and the Departments of Public Health & Preventive Medicine conduct research to improve Indian health, particularly among the 43 constituent member tribes in Oregon, Washington, and Idaho. The group’s policy work has resulted in increased access to health care among underserved tribal communities.
Success in advancing diversity and inclusion requires continuous and persistent investment of knowledge, time and resources. How will we know if we are making progress? Are we taking the right actions and steps, and do we have the necessary skills, knowledge, ability and capability? Are we doing enough? A critical component in ensuring responsibility and accountability is benchmarking: the process of comparing our progress to a determined measure of success, from internal and external perspectives. In order to appropriately assess progress, we will use three methods of benchmarking:

**BENCHMARKING AGAINST OURSELVES**
This will allow us to determine overall trends and highlight problem or target areas for initiatives. Measuring progress will involve qualitative and quantitative feedback about our diversity and inclusion climate.

**BENCHMARKING AGAINST PEER INSTITUTIONS**
Measure progress made in Goals 1-4 against local and national academic medical centers and peers, including institutions recognized for excellence in diversity. Data collected will allow us to determine what needs to be done to keep OHSU on the leading edge of culturally competent innovation, education and care.

**BENCHMARKING AGAINST DIVERSITY & INCLUSION STANDARDS**
Measure OHSU’s progress in diversity and inclusion as determined by Global Diversity and Inclusion Benchmarks, which will allow OHSU to determine our current state of diversity and inclusion efforts and set a standard for a desired status.

Global Diversity and Inclusion Benchmarks include 13 categories that measure foundational, internal and external success:

2. Leadership & Accountability
3. Infrastructure and Implementation
4. Recruitment, Development & Advancement
5. Benefits, Work-Life & Flexibility
6. Job Design, Classification & Compensation
7. Education & Training
8. Assessment, Measurement & Research
9. Communications
10. Community, Government Relations & Social Responsibility
11. Products & Services Development
12. Marketing & Customer Service
13. Supplier Diversity
Embracing the Power of Difference

Even as we celebrate many accomplishments in our work toward advancing diversity, inclusion and equity, we recognize that there is much work left to do. Meeting the health care needs of diversifying communities will require intentional strategic focus, as well sustained and long-term investment of financial resources.

The strength of a solid strategic action plan will help us get to the next level. The OHSU Diversity Action Plan provides a framework for OHSU to achieve diversity in all facets of education, research, clinical practice, scholarship and community service.

Starting in 2014, each mission will submit a Diversity Action Plan and an annual progress report to their respective executive leader. All plans and reports will be communicated throughout the university, and published publicly.

Each Diversity Action Plan will articulate how the functions and processes of each department and unit are aligned with OHSU’s business, diversity and inclusion goals. To help equip OHSU units with necessary resources and tools to develop and implement the action plans, CDI will provide consultation and training to all mission areas.

CDI is prepared and streamlined to lead and support myriad initiatives and efforts to enhance OHSU’s community of inclusion, but we couldn’t do it alone. The issues of diversity and inclusion are a shared responsibility. The goal of enhancing diversity must be achieved within all units and mission areas.

We look forward to working with our colleagues and friends across the university to ensure OHSU’s leading edge in furthering our commitment to diversity, inclusion, and equity.

Student, resident and faculty data provided by the Office of Academic Programs, Policy and Accreditation. Data do not represent international populations.

For more information on race/ethnicity and other demographic categories, refer to the 2012 OHSU Fact Book at:
www.ohsu.edu/xd/education/library/ohsu-2012-fact-book.cfm
Acknowledgments

DIVERSITY ADVISORY COUNCIL

The Diversity Advisory Council (pictured below) advises the President and the Executive Leadership Team on enhancing diversity, multiculturalism and equal opportunity for all aspects of the university’s mission. As a campus-wide group, the Council supports diversity initiatives across the university.

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The Physical Access Committee (PAC) identifies barriers to access by people with disabilities at OHSU and presents findings and recommendations to OHSU’s administration concerning access needs and priorities for meeting those needs.

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