Diversity & Inclusion
Community Report 2013-14
Thank you for making this a phenomenal year for advancing our collective efforts in furthering the reach of diversity and inclusion initiatives at Oregon Health & Science University.

Since launching the 2013 Diversity Action Plan that fully integrates OHSU’s topmost diversity goals in our everyday operations, we have secured the partnership of diverse OHSU departments and units. Together with the Center for Diversity and Inclusion, mission and unit leaders are working hard to implement plans to increase student, staff and faculty recruitment, strengthen retention, improve the climate of inclusion and build community partnerships.

Many of you know that the work of advancing diversity and inclusion is strengthened with intentional and deliberate collaborations. Our work continues to evolve and adapt to the needs of our diverse communities at OHSU. We are delighted to support the growing number of established Employee Resource Groups (ERGs) and Student Interest Groups (SIGs) on campus. We now have members in eight (and counting) employee-managed affinity groups that serve people who share diverse interests and cultural backgrounds. ERGs and SIGs play a crucial role in connecting diverse communities, addressing issues of health disparities and inequities, and providing opportunities for engagement among employees, students and faculty.

With your help, we also embarked on a comprehensive and far-reaching survey of perspectives and opinions about OHSU’s climate of inclusion. Findings from the survey will help sharpen our focus on strategies that work best, and better inform our strategies for enhancing our diversity and inclusion infrastructure throughout OHSU.

Your continued collaboration is important in helping us get to the next step in our journey toward a more inclusive community. 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.

Thank you for your ongoing commitment to helping OHSU maximize and leverage the power of difference. We thank you for your enthusiasm and support toward our shared vision for a more diverse and inclusive OHSU.

Leslie D. Garcia, M.P.A.
Chief Diversity Officer (interim)
Assistant Vice Provost
Director, Center for Diversity & Inclusion

Front cover:
Mural located at the first floor of the OHSU School of Nursing. The concept for the piece emerged from a collaboration between the School of Nursing and the OHSU Center for Diversity and Inclusion.
Diversity is Central to OHSU’s Core Values

Over the university’s 127-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. 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.”

“Be a Great Organization, Diverse in People and Ideas.”
Goal 1 of OHSU Vision 2020 Strategic Plan

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.

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.

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 OHSU community. It requires effective, integrated and sustained communication and engagement strategies.

BUSINESS CASE FOR DIVERSITY

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

Focusing on diversity and inclusion allows OHSU to remain competitive in a fast-changing world and equips us with the tools and resources needed to meet the needs of our communities. By increasing our capacity to further embolden our diversity and inclusion efforts, we are preparing ourselves for a future where OHSU:

• Maintains leadership in health & sciences education
• Addresses the needs of our diverse patients and their families
• Attracts and retains diverse talent that reflects the diversity of the communities that we serve
• Promotes cultural competency among OHSU’s workforce
• Fosters innovation and productivity
• Eliminates health disparities and inequities
• Responds effectively to the shifting landscape of health and educational and reform
• Supports collaboration and partnerships across OHSU and beyond

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

"Being a diverse institution creates an intellectually vibrant climate where a variety of ideas and perspectives work together to foster innovation.”

#OHSUDiversity
Diversity & Inclusion at OHSU

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 and strengthened partnerships, 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.

The 2013 Diversity Strategic Plan outlined opportunities to enhance diversity within OHSU’s existing programs, policies, procedures and institutional norms. The opportunities were ranked according to urgency, feasibility of improvement and alignment with OHSU’s Vision 2020 Strategic Plan. The following five goals were identified as the highest priorities to address diversity among students, residents, fellows, faculty and the workforce throughout OHSU during the next five years:

Top Goals: Diversity Action Plans

**GOAL 1: INCREASE RECRUITMENT**
- 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.

**GOAL 2: STRENGTHEN RETENTION**
- Develop and implement a retention plan that drives and sustains diversity and inclusion.
- Enhance career development, guidance, support and resources.
- Incorporate cultural competency into curricula across all academic programs.
- Establish and implement best practices for retention.

**GOAL 3: IMPROVE THE CLIMATE OF INCLUSION**
- 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.
GOAL 4: IMPROVE THE CLIMATE OF INCLUSION

- 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.

GOAL 5: BENCHMARK FOR EXCELLENCE

- **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 and 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.

DIVERSITY AT OHSU

Diversity at OHSU means creating a community of inclusion. We honor, respect, embrace and value the unique contributions and perspectives of all employees, patients, students, volunteers and our local and global communities.

OHSU provides equal opportunities to all individuals without regard to race, religion, national origin, disability, age, marital status, sex, sexual orientation, gender identity or expression, military service, or any other status protected by law. This policy applies to all employment, education and patient-care related activities.

Diversity maximizes our true potential for creativity, innovation, quality patient care, educational excellence and outstanding service.

OHSU Equal Opportunity
Policy No. 03-05-030
Goal 1: Increase Recruitment

Growing the pipeline of diverse professionals in the health, science and research fields require intentional, sustained and strategic effort. The Center for Diversity and Inclusion offers programs and activities to create awareness among diverse students about academic and career opportunities in health and sciences.

Strategic Efforts in Diversity Recruitment

The Center for Diversity & Inclusion (CDI) is leading to implement a vision to increase our institutional reach for a more diverse student, faculty and staff applicant pool. CDI collaborates and partners with OHSU’s academic programs and units with an overarching goal to amplify our diversity outreach efforts and reach communities that remain under-represented at OHSU and in the health professions, in general.

Diversity recruitment is a complex undertaking. With increased organization, communication, collaboration and cost- and resource-sharing with OHSU’s schools, human resources teams and other departments, we are working to increase the effort to attract a larger number of diverse applicants to OHSU’s workforce and academic programs and be able to speak with one voice on our diversity messaging and efforts.

Throughout the year, OHSU human resources and CDI staff members participated in diversity-focused career fairs, community events, and networking events hosted by minority chambers and community groups. Local and national exhibits and graduate school fairs provided an opportunity for OHSU’s recruitment team to connect with hundreds of diverse prospective students, faculty and staff members who are interested in careers in research, medicine, nursing, and dentistry.

In partnership with staff from OHSU schools and academic units, the Center for Diversity and Inclusion embarked on “regional tours” of graduate school fairs and information sessions in colleges and universities across California. CDI staff joined the 2014 Tour4Diversity, an effort to educate, inspire, and cultivate future health providers. The grassroots effort hosts sessions on university campuses focusing on premedical academic achievement, the application process, and other skills necessary for success in health and science careers. Diversity recruitment efforts yielded many contacts with prospective students who are interested in applying to OHSU academic programs.

In addition, staff also connected with prospective faculty and students at the Association of American Medical Colleges (AAMC) Annual Meeting and Minority Recruitment Fair. They also visited with faculty and administrators at Xavier University, University of Pennsylvania, Temple University, Howard University, Meharry Medical College and George Washington University to discuss OHSU’s academic programs and opportunities.
DIVERSIFYING THE PHYSICIAN ASSISTANT PROFESSION

Over the past two years, the OHSU Physician Assistant (PA) program has increased diversity among its entering classes, which has tripled the number of students from disadvantaged backgrounds and who are first-generation college students. Colleen Schierholtz, Director of Admissions and Recruitment, along with Program Director Ted Ruback and Jess Pethtel (pictured), Admissions and Recruitment Coordinator, are engaged in active recruitment to ensure they are reaching a diverse student applicant pool.

One of the biggest accomplishments of the past year was the Center for Diversity and Inclusion’s California recruitment tours, she says. The tours brought together all of the schools for the common purpose of bringing qualified, diverse individuals to OHSU.

“It was really exciting to see us accomplish diversity initiatives as a university,” explains Colleen. “The overarching goal for us was to participate in a group rather than in silos, and we did. We represented all of OHSU.”

This recruitment tour foreshadowed the collaborative work that she hopes to continue at the Physician Assistant program’s new home in the Collaborative Life Sciences Building.

“The physician assistant profession is fairly young and there is an ever-increasing demand for health care services, so there’s room to grow,” Colleen notes. “We will be making efforts to actively and purposefully bring students in, expand the diversity of our applicant pool and ultimately in our students.”

DID YOU KNOW?

As a result of diversity-focused recruitment tours and other efforts, the PA program noted a 21% increase in applications, which includes a 38% increase in applicants hailing from California.

In addition, the School of Medicine reports a 14% increase in the number of M.D. program applicants from California. The M.D. program also saw a 21.3% increase in minority applicants during the 2015 application cycle.

Serving as a mentor is an excellent way to develop leadership skills, while also providing opportunities for the next generation of health and science professionals.
FOCUS ON STUDENT RECRUITMENT AND RETENTION

To further provide support for student recruitment and retention efforts, the Center for Diversity and Inclusion hired David Martinez (pictured left) as the new Manager of Student Recruitment & Retention. In this role, David is responsible for supporting the recruitment and retention of diverse students in collaboration with the Schools of Medicine, Nursing, and Dentistry. David develops and implements enrollment management strategies and recruitment campaigns with admissions directors, as well as managing student enrichment programs. He also organizes the Pre-Health Advisors Conference, which promotes OHSU academic programs and opportunities among health professions advisors from colleges and universities throughout the country.

HIGHLIGHTING STUDENT EXCELLENCE

Jacob Phipps (Muscogee Creek) was recruited to join OHSU as an environmental science and engineering student at the Institute for Environmental Health. He was featured in Winds of Change, the organizational magazine for the American Indian Science and Engineering Society (AISES). A graduate of the South Dakota School of Mines & Technology, Jacob won awards at AISES for his research in karst hydrology. Jacob’s Winds of Change profile highlights not only his contributions to science, but also his commitment to giving back to Native American communities.

DIVERSITY OF THE STUDENT BODY AT OHSU

At OHSU, minority students include African-Americans, Asian Pacific Islanders, Latinos, Native Americans, and biracial students. Students of Middle Eastern descent are included in the “white” category.

From 2010 to 2014, the number of underrepresented minority students enrolled at OHSU programs increased by 32%.

Source: OHSU Fact Book 2010 and 2014 www.ohsu.edu/factbook

“Thank you so much for making me feel welcome and included. As a non-traditional and first-generation college student, navigating higher education can be overwhelming. This conference provided me the resources I need to be successful.”

For nearly a decade, CDI has coordinated and administered the Summer Equity Research Internship program, requiring support and involvement from outstanding, diverse undergraduates but also from the OHSU faculty and research mentors who guide them throughout their work.

Through the Equity program, selected interns spend eight weeks working with faculty and graduate students in a research or clinical setting. They learn new skills and gain hands-on experience, while also cultivating valuable connections with faculty mentors.

Kari Buck, Ph.D. has returned year after year to participate as an Equity program mentor, facilitating the work of several interns. Chris Cunningham, Ph.D., a colleague of Kari’s in Behavioral Neuroscience, encouraged her and others in the department to get involved in opportunities such as the Equity program that assisted individuals from disadvantaged backgrounds. Kari notes that several of the returning Equity program mentors are from the Behavioral Neuroscience department, and that being involved each year has been an easy decision.

“It has been important to me because [the program] recognizes that not everyone comes from the same background. I also believe it’s important to make people aware of these opportunities [in the sciences], and allow underrepresented minority and economically disadvantaged students learn of the possibilities.”

Equity interns continue to make their mark. Kemi Akinnola (above with mentor Andrey E. Ryabinin, Ph.D.) presented her research at the 2014 Annual Biomedical Research Conference for Minority Students. In addition, 2013 intern Tony Hansberry garnered top recognition at the 2014 Louis Georgia Stokes Alliance for Minority Participation Expo, where he presented the results of his OHSU Equity research.
Investing in efforts to streamline student grants and scholarship processes, dramatically increasing resources for faculty support, and enhancing diversity training for managers have made a huge difference in OHSU’s ability to recruit and retain diverse students, faculty and staff.

**OPPORTUNITIES FOR DREAMERS**

In 2013, OHSU joined other Oregon universities in providing access to higher education to undocumented immigrant students who arrived in the United States as children. Oregon residents approved for the federal “Deferred Action for Childhood Arrivals” (DACA) program are also known as “dreamers.” OHSU’s School of Dentistry is first among OHSU academic programs to participate in the program.

“Immigrant communities have a crucial stake in the future of Oregon’s scientists and health workforce,” says Leslie Garcia, M.P.A., Chief Diversity Officer (interim). “We know that diverse students are more likely to address health disparities among communities that are underserved. Providing access to dreamers to the top-notch educational opportunities offered at OHSU is a solid step in the right direction.”

**INVESTING IN SCHOLARSHIPS**

In partnership with the Schools of Medicine, Nursing, and Dentistry and other academic units, the Office of the Provost 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. CDI provides financial and staff support for diverse student group activities, including socials, lectures, conferences, and community outreach.

**SERVING RURAL COMMUNITIES**

A critical investment in Oregon’s underserved communities involves a concerted effort to encourage health professionals to practice in rural areas and other settings that are medically underserved within Oregon. In 2013, OHSU leaders including Government Affairs and the Office of the Provost worked diligently to successfully shepherd passage of a bill through the Oregon legislature. The Oregon Healthy Scholars Initiative appropriates $2.5 million each year to approximately 21 Oregon students admitted to the OHSU medical, physician assistant, dental and graduate nursing programs. The scholarships require students to practice in rural and other underserved communities after graduating from OHSU. Majority of the students selected for the scholarships reported experiencing adversity while growing up in a medically underserved area, and they are eager to serve and give back to their communities.
DIVERSITY AT THE SCHOOL OF NURSING

Advancing Health Equity through Student Empowerment & Professional Success (HealthE STEPS) program is a School of Nursing initiative to address social determinants of health through recruiting and retaining nursing students from diverse and historically underrepresented communities. Peggy Wros, Senior Associate Dean for Student Affairs & Diversity, championed the project with a grant award from the Health Resources and Services Administration (HRSA). With specific, measurable goals outlined for the project, HealthE STEPS is designed to improve nursing workforce diversity to advance health equity in Oregon and the number of nurses working in medically underserved communities.

The grant allowed the School of Nursing to hire two diversity coordinators: Leela D’Acosta at the Ashland campus and David Cortez at the Monmouth campus. They work to improve OHSU’s connections with underrepresented and disadvantaged populations. Additionally, HealthE STEPS has set up a mentorship program for students, which has increased community engagement. Another component of the project is faculty development. Workshops have engaged faculty in topics such as writing linguistically competent exams and evaluating written assignments of students who are English language learners. Wros says that these trainings have been well-received and helped lead the School of Nursing toward a climate of greater inclusivity.

HealthE STEPS served 44 students in its first year cohort, 59% of whom come from underserved and disadvantaged backgrounds. “HealthE Steps has worked to help diverse students that may not have been retained in the past,” says Cortez. “The feedback from faculty, staff, and students has been great, letting us know they appreciate and support our efforts.” Learn more at www.ohsu.edu/son.

Mentorship

Faculty members agree that serving as a mentor is an excellent way to develop leadership skills, while also providing opportunities for the next generation of health and science professionals.

DID YOU KNOW?

There are more than 14 programs within the School of Nursing and all have successfully incorporated processes and goal-based standards to increase diversity in admissions. While the analysis of grant outcomes is still in progress, Wros says that student retention has been extremely high. The next steps will be to evaluate the results and set up baseline measures for the next two years of HealthE STEPS.
FOCUS ON RETENTION

To ensure that OHSU recruits and retains diverse students, faculty and staff, efforts must be intentional and focused. The Center for Diversity and Inclusion works with OHSU schools, academic programs and units to provide support for all departments to strengthen retention of diverse faculty, residents and research fellows. CDI serves as a resource for search committees and provides training to managers and human resource professionals. The center facilitates mentorship opportunities, and conducts trainings on identifying and avoiding unconscious bias in hiring, retention and promotion in all job types and levels.

Another key contributor to strengthening retention is institutional support for Employee Resource Groups and diverse student interest groups. OHSU is home to local chapters of distinguished national organizations, such as the Asian Pacific American Medical Students Association (APAMSA), the Hispanic Dental Students Association, Latino Medical Students Association (LMSA), Middle Eastern and South Asian Students Association, the OHSU Student Diversity Committee, Students for LGBTQ Health, and Student National Medical Association (SNMA). The groups are an effective way for students to hone their leadership and organizing skills. For example, OHSU LMSA students planned hosted the regional gathering of LMSA members that brought together medical students from California, Arizona, Washington, Nevada and Utah. Students for LGBTQ Health hosted cultural competency lectures that focused on patient-centered care for LGBTQ individuals.

“The Student National Medical Association (SNMA) provides peer support for underrepresented minority medical students at OHSU. We are focused on enhancing our cultural competence and social consciousness, as we remain committed to addressing the healthcare needs of underserved communities.”

— Nicholas Robbins, President, OHSU chapter of SNMA
INCREASING UNDERSTANDING OF DIVERSE ABILITIES

The workshop setting at the Marquam Room involved several tables, each designated as a “disability experience station.” Several items are placed on each table: headphones and iPhones on one, blindfolds on another. One table simply had rolls of masking tape.

This was the scene at the Ability Resource Group (ARG) Etiquette luncheon, the first disability simulation event of its kind hosted at OHSU. Each attendee is challenged to make a respectful first impression upon meeting a person with a disability for the first time. Using the items at each station, staff and students interacted with each other through the simulated experience of living with a disability. Participants attempted to make introductions with other workshop participants who are wearing blindfolds, listening to white noise through headphones, sitting in wheelchairs, and having their fingers taped together.

The well-attended event promoted etiquette tips on how to respectfully interact with people with disabilities through simulation and role plays. This is an event that the resource group hopes to host at least once each year, says Lina Reiss, Ph.D., an assistant professor in the Department of Otolaryngology.

Lina was one of the founding members of ARG who gathered interested participants more than a year ago. The group promotes education and networking among employees with disabilities, as well as those who want to improve their understanding and advocate for issues related to disability. She says that creating an ERG for employees with disabilities seemed like a natural step because people with disabilities face similar obstacles as other communities of identity, such as overcoming stereotypes.

“We want to continue to host events that bring people together, generate honest dialogue, and to create a more inclusive environment at OHSU,” says Lina (pictured far right at the disability etiquette workshop).

DID YOU KNOW?

New Department of Labor regulations require federal contractors such as OHSU to take steps to hire veterans and people with disabilities. The rules are part of an effort to reduce the jobless rate among people with disabilities and for certain veterans, including those who served in Vietnam, the Gulf War and who recently returned from military action. The new rules update requirements under the Vietnam Era Veterans’ Readjustment Assistance Act of 1974 and Section 503 of the Rehabilitation Act of 1973. To learn more, email aaeo@ohsu.edu.
Creating a climate of inclusion is critical in maintaining a diverse and fully engaged workforce and student body. Moreover, a key focus on addressing health disparities is important in furthering equity and inclusion for the diverse communities we serve.

To create opportunities for engagement, career development, social support, OHSU’s employee resource groups (ERG) serve the entire community of faculty, researchers, students and employees across the campus. ERGs are comprised of people from diverse and underrepresented backgrounds and their allies and supporters. In 2013-14, ERGs organized more than 100 events that drew more than 4,500 participants.

Together with the Center for Diversity & Inclusion, ERGs hosted events and lectures intended to enhance cultural awareness and understanding of health disparities and inequities among communities of color, people with disabilities, LGBTQ individuals, active duty or veteran service members, among others. Scholars, guest speakers, and OHSU faculty experts shared their knowledge and experience about providing culturally competent care to diverse patient communities through panel discussions at cultural heritage month events. CDI brought to campus leading experts on microaggressions, unconscious bias, and institutional diversity strategies in an effort to elevate the conversation. Film screenings and networking events also facilitated robust discussion about providing culturally competent care and increasing health and healthcare access among underserved communities.

Employee Resource Groups

“...well-organized, well-attended, and very, very useful. Dr. Derald Wing Sue’s presentation — or training focused on microaggressions — must be required for all employees. It’s also a crucially important training for students at all our academic programs.”

— Participant, Lecture on “Microaggressions in Everyday Life”

ABILITY RESOURCE GROUP

At 20 percent of the population, people with disabilities represent the largest minority group in the United States. The Ability Resource Group brings individuals with disabilities together with their allies to create a safe place to voice concerns and to provide peer support.

AFRICAN AMERICAN

The African American ERG hosts networking and skill development events, with an emphasis on enhancing cultural competency to increase awareness about health disparities. The group hosts events during Black History Month in February. Members also participate in community events such as the African American Health Coalition Wellness Village, and Good in the Neighborhood Festival.
The Asian and Pacific Islander (API) ERG highlights the variety of cultures that make up API communities. At OHSU, APIs represent about 10% of the total student body and workforce. The group seeks to raise awareness about providing culturally competent service and care to API patients and families. The group hosts an annual Lunar New Year event, Diwali Festival, and activities promoting Asian Pacific American Heritage Month.

The Native American community at OHSU is made up of advocates and tribal members from numerous sovereign nations throughout the United States. The Native American ERG is a resource to OHSU students and staff who are interested in Native American culture, issues, and health. With year-round programs, the ERG commemorates Native American Heritage Month every November, and cultivates partnerships with NAYA Family Center, NARA, and other tribal organizations.

The International Employee Resource Group (IERG) shares resources about adjusting to OHSU and the Pacific Northwest by connecting international employees, students and volunteers with OHSU services, community organizations, cultural events and diverse businesses.

Latinos now make up more than 12% of Oregon’s population, and the Latinos Unidos ERG provides an opportunity for current OHSU employees, students and volunteers to connect and collaborate across the institution. The group hosts cultural heritage and health competency events throughout the year, with special events hosted during Hispanic Heritage Month.

OHSU Pride has the distinction of being OHSU’s first established ERG. The group serves OHSU’s lesbian, gay, bisexual and transgender (LGBT) community and their allies. Led by Pride members, OHSU’s Portland Pride Parade contingent includes over 100 students, staff, faculty, allies, family members, and friends.

The emerging Veterans ERG is designed for active-duty, retired, reserves, students and family members or friends of Veterans. Meetings provide an opportunity to meet other Veterans and their supporters.

The number of established ERGs grew from 3 in 2012 to 7 in 2013.

The combined membership of all ERGs exceeds 1,100 employees.

At over 100 events, ERGs engaged more than 4,500 participants.
WORKFORCE DIVERSITY 
AT OHSU

Women make up 67.3% of OHSU’s total workforce, while 18.6% of employees identify as minorities.

To learn about Affirmative Action and Equal Opportunity placement goals across OHSU missions and units, visit www.ohsu.edu/aaeo.

A STRATEGIC IMPERATIVE: DIVERSITY ACTION PLANS

The OHSU Diversity Action Plan is an inclusive framework to foster advances in creating and sustaining diverse and inclusive organization through a sense of shared responsibility. Transforming OHSU’s culture toward equity requires the integration of diversity and inclusion in our strategic priorities and as part of our everyday business and delivery of services.

As emphasized by Marc Nivet, Chief Diversity Officer of the Association of American Medical Colleges, “promoting diversity must be tightly coupled with developing a culture of inclusion, one that fully appreciates the differences of perspective.” To make lasting change, the collective efforts of OHSU community members are keenly important in furthering and strengthening our organization’s commitment to equity and inclusion.

The system-wide implementation of the Diversity Action Plan is testament to the cultural evolution that is happening across OHSU. Leaders and implementers of 12 mission/unit-specific Diversity Action Plans worked closely with co-chairs of the Diversity Advisory Council to develop strategic, targeted, institutionally integrated approaches to advancing diversity and inclusion throughout the OHSU community and beyond.

Each plan presents a framework for how each mission or unit will implement OHSU’s overarching goals to address diversity and inclusion. Now that the plans are in place, the next step is to ensure that goals and objectives are met in a timely manner. Also in development are concrete processes to create a sustainable model to equip leaders across the institution with skills and tools to manage, measure, and refine approaches on the basis of data points and outcomes.

“Accountability is central to the success of each plan,” says Leslie Garcia, Chief Diversity Officer (interim) and co-chair of the Diversity Advisory Council. “Each mission-specific plan outlines concrete strategies, identifies leaders responsible for execution of the strategies, and clearly defines the metrics that will be used to measure outcomes and progress.”
A SOURCE OF PRIDE:
OHSU MAKES STRIDES IN HEALTH EQUALITY

OHSU is committed to providing health care services that offer quality care for all patients. Throughout the institution, a key focus is ensuring that lesbian, gay, bisexual, transgender and queer (LGBTQ) patients and their families are welcomed, respected and given culturally competent care. OHSU fosters an inclusive environment that promotes LGBTQ wellness, education, research and advocacy within and across OHSU and the community.

OHSU has been recognized locally and nationally for inclusive policies and benefits. Basic Rights Oregon, the premier advocacy organization for LGBTQ rights and issues in Oregon, recognized OHSU for outstanding leadership for LGBT equality and for transjustice work with the Equality Advocate Award. Led by efforts of the Center for Diversity and Inclusion, OHSU has been named a leader in LGBTQ Healthcare Equality by the Human Rights Campaign. OHSU is one of only four healthcare institutions in Oregon to receive the distinction. Moreover, OHSU is the largest employer in Portland to provide transgender inclusive benefits to employees and their dependents.

In 2014, OHSU joined with 35 Oregon employers to support the reversal of Oregon’s ban on same-sex marriage. “It’s our duty to lead the charge in creating an inclusive environment for all Oregonians,” says Patrick Holmes, OHSU Pride chair. “A culture of healing and discovery must be open, inclusive and welcoming of difference.”

OHSU also focuses on addressing transgender access to high-quality and respectful care. OHSU Pride and the Healthcare mission advocated for a new Transgender Health Program Coordinator. The position serves as a resource and provides education for OHSU staff about transgender and gender non-conforming health and social needs as they impact access to care. The coordinator also will serve as an ambassador for transgender and gender non-conforming patients and their families at OHSU.

DID YOU KNOW?

Understanding LGBTQ health starts with understanding the history of oppression and discrimination that these communities have faced. Social determinants affecting the health of LGBTQ individuals largely relate to oppression and discrimination, including legal discrimination in access to health insurance, employment, housing, marriage, adoption, and retirement benefits.

Source: HealthyPeople 2020

Healthcare Equality

OHSU policies and practices and procedures support an inclusive community that values and celebrates difference. In 2012, OHSU became the largest employer in Portland to provide transgender inclusive benefits to employees and their dependents.
OHSU is committed to enhancing partnerships with diverse communities throughout Oregon. From Portland to Prineville, our hospitals and clinics provide healthcare to individuals and families from a variety of cultural and linguistic backgrounds. Many researchers in the OHSU community are focused on addressing health disparities in underserved communities, particularly communities of color, LGBTQ, people with disabilities, low-income families, and other marginalized communities.

With a focus on building and strengthening community partnerships, Oregon Health and Science University convened the 2014 Tribal Gathering that brought together OHSU faculty and staff, and members of the 43 federally recognized tribes in Oregon, Washington and Idaho. OHSU welcomed leaders and members of the Northwest Portland Area Indian Health Board (NPAIHB), who engaged in strategic and constructive dialogue toward collaboration and opportunities in the areas of telemedicine, student outreach, health literacy, and more.

Increased emphasis on interprofessional education combines education and patient care with community service; through programs like our partnership with Central City Concern and Outside In, in which resident physicians learn how to provide specialized care for youth and adults experiencing homelessness.

CDI hosted the 2014 “State of Cultural Competency Community Forum” organized by the Asian Pacific American Network of Oregon. The event brought together more than 120 community leaders, healthcare and public health professionals, and health reform thinkers who discussed upstream approaches to address the effects of social determinants of health on diverse Asian Pacific Islanders (APIs). Oregon is home to more than 216,000 APIs (6% of total population), representing 15 distinct ethnic groups that speak over 30 languages.

In addition, CDI provides support for a number of other community-based programs led by organizations like the African American Health Coalition; Asian Pacific American Chamber of Commerce; Basic Rights Oregon; Black United Fund of Oregon; Equity Foundation; Familias en Accion; Incight; Urban League of Portland; Wisdom of the Elders; among others.
ADDRESSING HEALTH INEQUITIES IN NATIVE AMERICAN COMMUNITIES

The Department of Public Health and Preventive Medicine conducts research, education and collaboration for improving the health of the community, and works closely with the Northwest Portland Area Indian Health Board (NPAIHB) and its 43 member tribes.

The collaboration between OHSU and the NPAIHB is felt daily, as senior investigators at the Indian Health Board directly work with the institution on research efforts and training projects. Joint projects include the Healthy and Empowered Youth project; Native Children Always Ride Safe Dissemination project, which helped create new policies to enforce greater use of booster seats; and the Noise-induced Hearing Loss Prevention project. Dr. Thomas Becker, M.D., Ph.D., serves as department chair and director of the Center for Healthy Communities, an Oregon Prevention Research Center.

Another initiative that highlights the collaboration between OHSU and NPAIHB is the Summer Research Training Institute for American Indian & Alaska Native Health Professionals. For over a decade, the department worked with the NPAIHB to offer an array of skill-building opportunities for professionals working in AI/AN health. The curriculum addresses native health issues, and provides relevant skills for building the capacity of health professionals in diverse communities.

Paulette Baukol (Turtle Mountain Band of Chippewa), who has worked at the Mayo Clinic, emphasizes that the reputation of the program is strong throughout the nation, and that she values the skills she has gained, particularly in facilitating collaborative research and knowledge-sharing.

“The courses are community-based, so it’s a mutual learning experience,” says Baukol. “It truly is an amazing environment, to be part of a community that is making an impact.”

DID YOU KNOW?

Under the direction of the 43 Northwest tribal delegates, NPAIHB oversees a variety of health-related programs. In the arena of health promotion and disease prevention, NPAIHB administers projects in cancer, women’s health, and tobacco. The NPAIHB also administers projects in data registry, dental center support, diabetes, immunizations, HIV/AIDS, and toddler obesity and tooth decay.

www.npaihb.org

Pictured are staff members from the NPAIHB and Oregon Prevention Research Center.
END HEALTH DISPARITIES

Racial and ethnic health disparities undermine our health system. Blacks, Latinos, American Indian & Alaska Natives, and Asian Americans & Pacific Islanders are more likely to suffer from certain health conditions, and they are more likely to get sicker, have serious complications, and even die from them.

Sources: Families USA and Multnomah County Health Department

PROMOTING TRADITIONAL HEALTHY FOOD CULTURES

A collaboration among the Bob and Charlee Moore Institute for Nutrition & Wellness, CDI, and area community organizations is focused on improving the health of Latino families, by promoting nutritional and food culture awareness.

The Latino community is at higher risk for developing diabetes, cardiovascular disease and obesity. The Latina Health Project is working to find ways to educate and help young women before they become pregnant, to avoid health problems related to “high-calorie malnutrition,” which involves a diet that provides plenty of calories, but with little nutrition.

The project focuses on research conducted by Kent Thornburg, Professor of Medicine in the OHSU Knight Cardiovascular Institute and director of the OHSU Bob and Charlee Moore Institute for Nutrition & Wellness. His work has shown that nutrition the embryo receives even before implantation – that is, before a woman is officially pregnant – determines the maturation of the embryo throughout pregnancy. Similar studies have found correlations between birth weight and the risk of acquiring many other diseases. Those at the low end of the birth weight scale have an eight-fold increase in their risk of becoming diabetic.

“The Hispanic community is only just beginning to show the effects of the Westernization of their diets, especially in second- and third-generation Latinas in this country,” says Dr. Thornburg. Mexico, for instance, has one of the lowest rates of heart disease in the world. By the second and third generation in the U.S., Mexican-Americans are seeing disease rates going up. This appears to be related to the fact that Mexicans who reside in the U.S. are eating more simple sugars and processed foods, and leaving the fruits, vegetables, nuts and grains out of their diet that were readily available in Latin America.

“If families can incorporate more of a traditional Latin diet into everyday meals, it could improve the health and well-being of the next generation” says Thornburg.

KEY PARTNERS

Adelante Mujeres, Catholic Charities, CAUSA, Centro Latino Americano, Center for Intercultural Organizing, Centro Cultural de Washington County, Ecumenical Ministries of Oregon, Hacienda Community Development, Hispanic Metropolitan Chamber, Latino Community Development Assn., Latino Network, Mexican Consulate of Portland, Multnomah County Health Dept., Oregon Assn of Bilingual Education, Oregon Hispanic Bar Association, Oregon Latino Health Coalition, Oregon Law Center, PCUN Farmworkers Union, Rural Development Initiatives, Unete: Center for Farmworker Advocacy, Virginia Garcia Memorial Health Center, VOZ Workers’ Rights Project, Wallace Medical Concern
INCREASING ACCESS FOR VISION CARE

The leading cause of blindness in Oregon is delay in diagnosis of treatable diseases. Several years ago, David Wilson, M.D., began research that showed how people’s vision loss most commonly depends upon access to medical care. As chair of OHSU’s Department of Ophthalmology, he saw the need for screenings among our community’s most vulnerable populations to detect conditions that could lead to vision loss, such as diabetes, macular degeneration and glaucoma. Thanks to his efforts, the Casey Eye Institute Outreach Van, a 33-foot mobile ophthalmology unit, began outreach across the state in 2010. Since its inception, the Casey Outreach Van has provided free vision screenings to more than 3,500 low-income, uninsured and underinsured Oregonians.

The outreach van actively reaches out to underserved and diverse populations and communities to prevent blindness by early detection. “It has the tremendous additional benefit of engaging healthcare providers at all levels in the service aspect of the medical profession,” says Dr. Wilson. “Pre-medical students, medical students, residents and faculty all gain from participating in the program.” OHSU community members have contributed more than 5,000 hours at the Casey outreach van through urban and rural trips throughout the state of Oregon, from Portland to Prineville.

Casey Eye Institute partners with several community organizations to reach diverse patient populations. The Outreach Van provided care to migrant farmworker families when it visited the Yakima Valley Farmworkers Clinic in Rosewood and the Oregon Child Development Coalition in Milton-Freewater. The team works with numerous groups including Native American Rehabilitation Association, Voz Worker’s Rights Education Project and New Avenues for Youth.

The popularity of the Casey Outreach Vision Van has soared over the last few years. Dr. Wilson sees opportunities for growth. “We will continue to increase the number of organizations with which we collaborate, and increase services that are offered through the van.”
Goal 5: Benchmark for Excellence

Evaluating Progress

As institutions of higher education make progress toward improving diversity, leadership and management have an obligation to fully understand diversity dynamics on-campus. Understanding the student and employee experience can create comfort by helping to minimize conflict and/or optimize a welcoming climate where all students and staff can succeed.

In 2014, OHSU launched student and employee climate surveys, in an effort to “take the pulse” of the OHSU community about the climate of diversity and inclusion at OHSU. The survey and focus groups allowed members of the campus community to engage in a conversation about the OHSU’s commitment to diversity and inclusion. The diversity climate survey also was designed to receive feedback about the progress of diversity and inclusion initiatives across OHSU.

More than 6,850 faculty, staff and students participated in online surveys and focus groups providing quantitative and qualitative evidence of how diverse groups experience OHSU as a place to work and study. The surveys were available in six languages: Amharic, Chinese, English, Russian, Spanish, and Vietnamese.

ADVANCING INCLUSION

The climate survey focused on four key domains of diversity progress: institutional effectiveness, supervisor effectiveness, intergroup interactions at OHSU, and personal diversity effectiveness.

Since the 2010 Climate Survey, OHSU has made great progress toward meaningful and lasting change. Key outcomes include:

- 96% of senior management surveyed expressed support for diversity and inclusion initiatives.
- 86% of respondents strongly agreed that OHSU has succeeded in communicating the importance of diversity.
- 80% of employees indicated that they know how to respond effectively to discriminatory behavior.
- Over 80% indicated that increased faculty and staff diversity would be good for OHSU’s workforce, students and patient population.

Despite significant gains, the work continues. We will measure outcomes by building and implementing a tool to measure progress against the five goals of the Diversity Action Plan. The diversity and inclusion “scorecard” aligns OHSU-wide diversity efforts with business strategies, and organizational performance. Criteria that will be developed for the scorecard will focus on performance impact to further bolster support for diversity-focused strategies.
Night for Networking

Each year, OHSU’s Affirmative Action & Equal Opportunity Department hosts the premier networking event for businesses, organizations, and people with disabilities. The event is nationally recognized as a model for effective outreach and service to communities of disability.

SUPPORTING DIVERSE COMMUNITIES AND BUSINESSES

The Oregon Native American Chamber (ONAC) honored OHSU with its first “Warrior of the Year” award, recognizing a business organization that has made significant business contributions to the Native American community. ONAC is one of several minority-focused business groups and chambers supported by OHSU. CDI, AAEO and OHSU Contracting Services have ramped up efforts to increase outreach, as well as establish channels and networks that provide access to minority, women-owned and emerging small businesses (MWESBs).

FOCUS ON HEALTHCARE EQUALITY

For the fourth year in a row, OHSU has been recognized as a “Leader in LGBT Healthcare Equality” in the Healthcare Equality Index 2014, an annual survey conducted by the Human Rights Campaign (HRC) Foundation, the educational arm of the country’s largest lesbian, gay, bisexual and transgender (LGBT) organization. Out of 43 Oregon facilities that responded to the survey, OHSU was one of only four throughout the state that met key criteria for equitable care. This includes non-discrimination policies for LGBT patients and employees, a guarantee of equal visitation for same-sex partners and parents, and LGBT health education for key staff members.

RECOGNITION FOR EXEMPLARY LANGUAGE ACCESS

The Oregon Health Care Interpreters Association recognized OHSU’s Language Services team with its 2014 Presidential Award for Language Access. Led by Kalen Beck, CI and CT, the team was recognized for their exemplary efforts in establishing OHSU’s bilingual screening process for staff and clinicians. OHSU provides language testing to ensure all staff working with patients in a language other than English is medically fluent in the other language. In 2014, OHSU has screened 154 individuals (78 of which have passed the fluency screening) in 12 languages. OHSU increased interpreting hours by 25% through education and awareness campaigns.

LEADING TOWARD EQUITY

Leslie Garcia, M.P.A., Chief Diversity Officer (interim), was recognized by the National Association of Minority Medical Educators (NAMME) for her contributions to advancing diversity and inclusion. As the recipient of the 2014 NAMME Diversity Leadership Award, Leslie is recognized for her exemplary leadership in manifesting the ideals of diversity through innovative, dynamic, and practical actions. Leslie was honored for leading and supporting efforts to enhance diversity recruitment and retention and for promoting and engaging in informed institutional dialogue regarding diversity and equity in the academic medical center.
ENHANCING ACCESSIBILITY

The Physical Access Committee (PAC) is charged with identifying barriers that interfere with the ability of individuals with disabilities to access OHSU. Findings and recommendations by the PAC shall be used to improve accessibility and facilitate meaningful use of campus facilities related to patient care, instruction, academic support, and assembly. The PAC is led by co-chairs Michael Tom, J.D., Director, Affirmative Action and Equal Opportunity; and Kyle Majchrowski, Director of Design and Construction.

People with disabilities constitute the largest minority group in the United States, an estimated 20% of the total population. The 2010 Census indicates that there are 54 million Americans living with a disability. An accessible, welcoming and culturally competent campus provides meaningful use of and universally accessible facilities for individuals with disabilities, including students, employees, customers, community partners and visitors. Universal access also benefits parents with strollers, elderly individuals with mobility challenges, and even those who use or visit OHSU who have temporary medical conditions that limit their physical abilities. Accessing health and personal care facilities, navigating barriers with ease, and interacting with staff that appropriately accommodate individual and cultural needs fosters customer loyalty through improved experiences.

To learn more about the work of the PAC, visit www.ohsu.edu/PAC
RECOGNIZED FOR EXCELLENCE

Connie Kim Yen Nguyen-Truong, Ph.D., RN, PCCN, Clinical Assistant Professor at the School of Nursing, (pictured above, third from left) received the 2013 Diversity Award for Distinguished Alumni. She served as the Principal Investigator for the comprehensive Vietnamese Women’s Health Project, a study of disparities in cervical cancer screening rates among Vietnamese American women. Connie is pictured with her parents, John Van Nguyen and Trang Yen Thi Nguyen, and husband, Anthony My Truong.

Lina Reiss, Ph.D., Assistant Professor in the Department of Otolaryngology, was recently awarded a five-year NIH R01 grant, “Binaural Spectral Integration with Hearing Loss and Hearing Devices.” The goal of the project is to study how experience with hearing loss, hearing aids, and cochlear implants can affect how sounds are combined between ears. The findings will help us to better understand why some people don’t do well with hearing aids and cochlear implants, and find ways to help those individuals. www.ohsu.edu/cihalab

OHSU will establish the new Center for Embryonic Cell and Gene Therapy, led by Shoukhrat Mitalipov, Ph.D., a world-renowned leader in embryonic stem cell and gene therapy research. The center will allow Mitalipov and his team to accelerate their pioneering work, which over the last several years has opened up new routes that could lead to cures and treatments for Parkinson’s disease, multiple sclerosis and a range of other conditions caused by diseased or injured cells in the human body. www.ohsu.edu/mitalipov

Wendy Smythe (Haida), Ph.D. student at OHSU’s Institute of Environmental Health, won first place in the graduate oral research presentation at the 2013 American Indian Science and Engineering Society (AISES) National Conference. She presented the results of her work on the Manganese Oxide-depositing hot spring in Yellowstone National Park. In addition, she was given a lifetime membership to AISES as a Sequoyah Fellow for her outstanding outreach education in Hydaburg that helped bridge traditional knowledge and Western science. www.ohsu.edu/ieh

Mapping the developing human brain. Using functional magnetic resonance imaging, he is trying to understand atypical brain development, including in children with attention deficit hyperactivity disorder and autism. www.ohsu.edu/fair-lab

www.ohsu.edu/cihalab
Advancing Diversity at OHSU

As we continue our work toward making further enhancements to our community of inclusion at OHSU, we want to extend our deep gratitude for the engagement of the entire OHSU community. The success that OHSU has achieved thus far was only possible because of the sustained partnerships and collaborations across our organization. We appreciate your support in our shared journey toward transforming OHSU from an institution that values diversity to one that lives the values of inclusion and equity across all mission areas, everyday, in all aspects of our operations. The Center for Diversity and Inclusion is honored to serve as a resource hub for the OHSU community on matters related to diversity and inclusion across campus. Highlights of the Center’s program offerings include:

CONSULTATION
We help navigate policies, develop communication tools and materials, offer diversity best practices in teaching and learning, and connect you with community resources. We work collaboratively with a multitude of OHSU departments and units to provide guidance and advice on diversity and inclusion issues and opportunities as well as address concerns.

TRAININGS
Trainings are available to staff and managers to promote inclusive best practices to align diversity and inclusion goals to OHSU’s mission. From recruitment success strategies to unconscious bias workshops, diversity trainings are designed not only to maximize creativity and innovation, while also improving the climate of inclusion across OHSU.

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

STUDENT PIPELINE PROGRAMS
The Summer Equity and Ted R. Lilley Continuing Umbrella of Research Education (CURE) research internships provide hands-on opportunities for high school and college students to receive career mentoring and shadowing opportunities from OHSU faculty mentors from the Schools of Medicine, Nursing, Dentistry and Graduate Studies. In addition, the CDI hosts diversity recruitment conferences and other activities to engage students from underrepresented minority or socially disadvantaged backgrounds.

CULTURAL COMPETENCY LECTURES & EVENTS
Our team brings diverse speakers who address a wide range of issues related to culture, race, gender, sexual orientation, social class and economic situation, and their congruence with health disparities and access to care.

EMPLOYEE AND STUDENT RESOURCE GROUPS
We work closely with diverse student interest groups (SIGs) and employee resource groups (ERGs) to provide support and funding. An ERG is an OHSU-sponsored, employee-managed group of staff, faculty and students who share a similar background. ERGs and SIGs create opportunities for career development, social support and networking.
RECRUITMENT MANUAL

Developed as an OHSU-wide resource, the manual includes guidelines to help develop position descriptions as well as tips and best practices for a well-executed search for talent. bit.ly/OHSU-recruits

DIVERSITY RESOURCE GUIDE

Serves as a resource for OHSU students, staff, faculty, and residents to connect with diverse and multicultural organizations and businesses in Portland, and beyond. bit.ly/OHSU-resource-guide

COMMUNITY ENGAGEMENT

CDI proudly supports diverse community-based organizations, including:

- African American Health Coalition
- Arab American Cultural Center of Oregon
- Asian Health & Service Center
- Asian Pacific American Chamber
- Asian Pacific American Network of Oregon
- Asian Pacific Islander Community Leadership Institute
- Asian Reporter Foundation
- Basic Rights Oregon
- Black United Fund of Oregon
- Cesar E. Chavez Leadership Conference
- Cinco de Mayo
- Colored Pencils Art & Culture Council
- Equity Foundation
- Good in the Neighborhood
- Governor’s Office of Economic and Business Equity
- Hispanic Metropolitan Chamber
- Human Rights Campaign
- Izo Marketing
- Immigrant and Refugee Community of Oregon
- Latino Network
- LGBTQ Health Coalition of Columbia-Willamette
- Louis Stokes Alliance for Minority Participation
- Native American Youth & Family Center
- Native American Rehabilitation Association
- Northwest Portland Area Indian Health Board
- Oregon Binational Health Week
- Oregon Health Authority Office of Equity and Inclusion
- Oregon Latino Health Coalition
- Oregon Native American Chamber Partners in Diversity
- Portland Business Alliance
- TransActive
- The Inclusionist
- The Skanner Foundation
- Urban League of Portland
- Virginia Garcia Memorial Health Center
- Wallace Medical Center
- Wisdom of the Elders

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Change cannot happen if we see things just one way. That’s why diversity is important to who we are. We are proud to be an equal opportunity employer.