

What work is OHSU doing through telemedicine?

In 2010, OHSU established a [telemedicine network](#) that is now the largest hospital telemedicine network in the state encompassing 25 hospitals and clinics across Oregon and Southwest Washington, as well as virtual visits available statewide where a patient can connect via video from their home to an OHSU emergency medicine provider seven days a week. The network became established following a promising pilot study in 2007 involving consultations by video between Sacred Heart Hospital in Eugene and OHSU's pediatric intensive care unit.

Each clinical setting served by the network is equipped with a mobile two-way audio-video communications cart allowing providers, patients and family members to speak with each other in real time during the clinical exam. The teams are also able to share diagnostic images with OHSU health care providers, such as X-rays, CT imaging and vital signs.

The network provides 24/7, immediate patient access to pediatric, neonatal, stroke and other specialists at OHSU. To date, the program has served more than 2,500 patients. Through this connection, almost 50 percent of the patients have been able to remain in their local community hospital, avoiding expensive and sometimes unnecessary transports.

Benefits:

- Provides patients access to the latest specialty and subspecialty care not otherwise available in their community.
- Spares families the time and expense of traveling to an out-of-town medical center to support a loved one receiving care.
- Reduces health care costs. The network has saved an estimated \$15 million in transport expenses alone.
- Available 24 hours a day, seven days a week in emergency rooms, and labor and delivery units.

Telemedicine Growth Now and in the Future:

In the past year, the OHSU Telemedicine Network has launched additional services in an effort to improve access and clinical outcomes, while decreasing costs. These additional services include:

- **Virtual Visits—Urgent Care:** Patients can connect via video from their home to an OHSU emergency medicine provider seven days a week with their smartphone, laptop or tablet through Epic's MyChart app.
- **Virtual Visits—Primary Care and Specialty Care:** Secure video connections between OHSU primary care physicians and specialists to their patients is currently being offered and will be expanded to additional practices later this year.
- **eConsults:** PCPs can send secure messages to OHSU in 14 specialties and 65 diagnoses, and receive a written response from an OHSU specialist in 48 hours. The goal is to support our PCP community providers by providing asynchronous consultative services decreasing the number of unnecessary referrals to OHSU specialists. Currently offered as an internal program, the network seeks to expand to OHSU Health System partners and

external PCP providers in late 2019. The U.S. Centers for Medicare & Medicaid Services (CMS) recently approved new CPT codes for eConsults, allowing professional billing for both the PCP and the specialist, and several commercial payers are likely to follow suit.

- **eVisits:** Patients may send secure messages via MyChart to our Department of Dermatology and have a dermatologist render an opinion within 48 hours. This program will expand statewide in May 2019 as additional dermatology conditions are added.
 - **Remote Patient Monitoring:** For some patient populations, remote patient monitoring has emerged as an effective tool for staying connected with our patients following hospitalization. Currently patients enrolled in our oncology care management program, pediatric single ventricle program and neonatal low birthweight growth program receive technology to take home and stay connected to their OHSU providers by submitting answers to daily questions via a tablet. The goal of the program is to reduce re-admissions, allow for safe and earlier discharge, and decrease emergency room visits.
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[What are you doing for kids' dental health? At one time OHSU had clinics that were traveling around trying to deal with that; are you still doing that, and if not, are there any plans?](#)

The OHSU School of Dentistry is the only educational program training dentists in the state. To support the oral health of children in Oregon, the OHSU School of Dentistry sends our students to more than 45 community health centers, Federally Qualified Health Centers (FQHCs), school-based health centers and other practices focused on the underserved throughout the state. Our students, under the supervision of dental faculty, provide more than \$5 million worth of care around the state, including rural Oregon, and get valuable experience learning how to provide care to Oregon's most vulnerable citizens. For example, all OHSU dentistry students are required to spend one week at the Russell Street Clinic, which is run by OHSU and serves underserved populations as well as Ryan White HIV/AIDS Program patients.

Our students also participate in many weekend activities around the Portland metro area including compassion clinics and Give Kids a Smile Day. At the 2018 Give Kids a Smile Day we treated more than 350 children, placed sealants on many, and provided advanced care for 45 children. In the OHSU School of Dentistry clinic, we have nearly 10,000 pediatric dental visits per year - most of which are low-income Oregonians covered by the Oregon Health Plan.

We are also working with the Oregon Health Authority on a pilot project called Project 200. In this first of its kind program in the state OHSU School of Dentistry is training dental hygienists to provide dental hygiene care in schools. The hygienists meet children where they are, examining them at school and sending the data to a dentist through a tele-dentistry venue to assess whether treatment can be provided at the school using conservative dental treatment. 70 percent of the children who have participated in the pilot and who have tooth decay have been treated at school, with other more-complicated issues referred to a dental provider for further care.

Dental vans still provide care around Oregon, including through Medical Teams International and the Tooth Taxi, which is supported by the Dental Foundation of Oregon. However, data shows that this is not the most effective way to ensure good oral health for kids in Oregon. This is because these vans provide limited, episodic care. Data shows that an established relationship with a dental provider for regular care better promotes long lasting oral health in children.

We know that the best way to meet the oral health needs of Oregon's children is through earlier intervention and prevention in order to reduce the need for more extensive care resulting in time away from school.

What work is OHSU doing on mental health?

The fundamental purpose of OHSU and the Department of Psychiatry is to improve the well-being of Oregonians. The Department of Psychiatry was established 60 years ago, and trains psychiatrists, child psychiatrists, geriatric psychiatrists, addiction psychiatrists, consultation-liaison psychiatrists, and forensic psychiatrists. It is one of the top psychiatry training programs in the country and most graduates stay in Oregon to practice. In fact, OHSU has trained most of the psychiatrists now in practice in Oregon. Altogether, the OHSU Department of Psychiatry provides the faculty psychiatrists and nurse practitioners for approximately two-thirds of the psychiatric beds available in the state of Oregon.

Our faculty are nationally recognized individuals in psychiatric education, clinical expertise, and neuroscience research. Notably, OHSU is one of the top five neuroscience research academic medical centers in the country and the only academic medical center in Oregon.

We'd like to highlight a few of the important clinical and training programs taking place at OHSU within the Department of Psychiatry and beyond. Many of these programs are not available at any other hospital or health care system in the state. This is a snapshot of some of the work OHSU is doing to support mental health care for Oregonians and is not an exhaustive list.

- OHSU Intercultural Psychiatry Program – This program has a 40-year history in the department and is funded by federal grants and tri-county Medicaid reimbursement. The program treats refugees and victims of torture in a culturally sensitive environment. The patients come from 17 different ethnic refugee groups that have resettled in the United States fleeing from war and terror in Southeast Asia, Eastern Europe, Africa, and the Middle East.
- OHSU Avel Gordly Center for Healing - Another culturally specific program, the Avel Gordly Center for Healing, addresses the mental health needs of the African American community in the Portland metro area. The Avel Gordly Center for Healing is directly funded by the state legislature and Multnomah County.

Supporting the State Hospital - OHSU also recruits psychiatrists to work at the State Hospital, and, through the recruitment of excellent doctors, is responsible for dramatically improving the quality of care. The recruited psychiatrists are all OHSU

faculty and many occupy leadership positions at the hospital. Additionally, OHSU residents, fellows in forensic psychiatry, and medical students train at the State Hospital. Our training and clinical program in public psychiatry, nationally recognized for excellence, dates back more than 40 years. As a result of their experiences in public psychiatry at mental health centers and the State Hospital, many of OHSU graduates take positions at these institutions and contribute to reducing severe shortages in the medical work force.

- Integrating with Primary Care - We collaborate extensively with our primary care colleagues through several programs to provide psychiatric care in primary care clinics throughout the state. An example of this is the Oregon Psychiatric Access Line (OPAL). Many children, adolescents and adults in Oregon with mental health issues remain untreated or experience significant delays before beginning treatment. OPAL provides the support that medical practitioners need to care for more patients close to their home. With OPAL, practitioners may be able to support people with mental health issues right away rather than placing patients on waiting lists to receive care. Earlier intervention may decrease complications of untreated mental disorders including hospitalization and suicides. The program also offers evidence-based support to medical practitioners in need of psychiatric treatment information. Overall, OPAL helps build a system that allows primary care providers to deliver the best possible care.

Pediatric clinical practices enrolled in OPAL for Kids (OPAL-K) now total more than 600. The OPAL-K practices can obtain same day child psychiatric phone consultation on patients seen in their clinics. The program has excellent outcomes and has been well-received, with overwhelmingly positive patient feedback in surveys conducted by OHSU. In addition to OPAL-K, the OHSU Child Psychiatry Division has implemented a Collaborative Problem Solving Project to help behaviorally disturbed children and their parents through mental health programs and schools across the state. The success of OPAL-K led the legislature to fund a similar program, the Oregon Psychiatric Access Line for Adults (OPAL-A) for adults who are seen in family medicine and primary care internal medicine practices. OPAL-A began in summer 2018.

- Physician Wellness Program – This program provides immediate confidential access to counseling and psychiatric services to distressed physician residents at OHSU, Legacy, and Providence and to OHSU faculty.
- Outpatient Clinic - The department operates an ambulatory clinic in psychiatry and psychology, and a consultation service to the hospital. We have highly innovative projects in measurement-based care, a method to dramatically improve the effectiveness and efficiency in psychiatric care, and, with our colleagues in family medicine and internal medicine, in collaborative care models. Collaborative behavioral health care enables more effective treatment of psychiatric problems in primary care settings and enables those patients to access the expertise of psychiatrists in that setting.
- Geriatric Psychiatry Unit - At Tuality, OSHU is opening a 24-bed geriatric psychiatry unit which will contain one half of the geriatric psychiatric beds available in the state. Currently, we're recruiting the psychiatrists and nurse practitioners for that unit who will

be OHSU faculty. After it opens in summer 2019, we will train fellows in geriatric psychiatry in that unit.

- Unity Center - In partnership with Legacy, Adventist and Kaiser, OHSU established a new psychiatric hospital in Portland called Unity. This desperately needed facility has 107 psychiatric beds including one unit for children and a unique 50-bed psychiatric emergency room, something that Portland has never had previously. The OHSU Department of Psychiatry recruits all of the psychiatrists and psychiatric nurse practitioners for Unity. They are all OHSU faculty, and we train OHSU psychiatric residents, medical students and nurse practitioner students at the facility. There are challenges to operating Unity, including the primary challenge of cost. The facility does not make money – in fact, it loses money – but the partners in this endeavor feel a shared sense of public responsibility to serve Oregon’s psychiatric needs.
- Partnership with Veterans Affairs - OHSU’s partnership with the VA Portland Health Care System is crucially important to the Department of Psychiatry. The VA provides more than half of our psychiatry resident stipends, employs excellent psychiatrists and psychologists who are OHSU faculty, and provides critical mental health services to Oregon’s veteran population. The VA continuum of services for veterans includes inpatient, day treatment, substance dependence treatment, PTSD treatment, outpatient psychiatric care, and psychiatric care delivered by telemedicine to rural Oregon. The VA provides a more complete set of mental health services to veterans than is available in the state to non-veterans.

What is OHSU's connection with Regional Programs, which looks at high-incident, special education kids?

OHSU does a significant amount of work to provide care and connect families of children with disabilities to the services they need to be successful. Currently OHSU's Hemophilia Center has a specific contract with Multnomah Education Service District to support children with bleeding disorders and their schools to ensure appropriate educational services (e.g., 504 Plans, IEPs); however, beyond that, the institution does not have specific programs in place to explicitly partner with school districts through the Child Development and Rehabilitation Center (CDRC) or Institute on Development and Disability (IDD). We serve high-incident, special education students in a variety of ways and are always looking for ways to better coordinate all the services they receive across the education and health care spectrum.

Clinically, the CDRC has multiple programs at its main campus, Eugene offices, and outreach clinics that are designed to monitor and identify children with suspected developmental disorders that place them at risk for needing special education. These programs work to directly link children identified with developmental differences with programs like early intervention, developmental disability services and more. Special services provided by individual clinics, such as the CDRC Communication Disorders Clinic, may include staffing consultations with schools and diagnostic evaluative sessions for technical assistance for community providers as needed.

The CDRC includes direct services in Portland and Eugene, as well as outreach to Bend/Redmond, Salem, Medford, Hermiston, and Vancouver with over 10,000 patients served annually. These clinics and programs provide services and developmental counsel in the following specialties to children statewide:

- Autism
- Behavioral Pediatrics Treatment
- Child Development
- Communication Disorders
- Cleft Palate and Craniofacial Disorders
- Congenital Brain Anomalies
- Developmental Evaluation Clinic
- Down Syndrome
- Feeding and Swallowing Disorders
- Genetics
- Hemophilia
- Metabolics
- Neurodevelopment
- Pediatric Psychology
- Rett Syndrome
- Spina Bifida

At OHSU's Oregon Center for Children & Youth with Special Health Needs (OCCYSHN), there are several specific programs whose goals are coordination and integration of services for children and youth with special health needs in Oregon.

CaCoon is a statewide public health nurse home visiting program that provides community-based **CAre COordinatiON** for children with special health needs. The CaCoon program serves families that have a child (age 0-21) with a disability or a chronic health condition. If the youth with special health needs is between the ages of 12-21, some counties offer CaCoon services to help the family plan and prepare for adult health care, work, and independence. The program has operated in most Oregon counties for over 20 years. Children served in the CaCoon program

make fewer visits to the emergency department. They also have higher rates of immunization, annual well-child and dental care visits. A CaCoon nurse partners with families to:

- Identify a child's strengths and needs
- Connect them with healthcare and other community supports
- Ensure the child's health team (i.e., the family and professionals) works well together
- Access the health information needed to make health-related decisions for their child
- Identify problems and help the family find solutions.

Oregon's Autism Spectrum Disorder (ASD) Identification Teams work with children under the age of 5 and their families to conduct comprehensive assessments for the identification of autism spectrum disorders. This joint effort between OCCYSHN and the CDRC Autism Program is a promising approach with opportunities for additional telehealth solutions.

Novel Interventions in Children's Healthcare, or NICH, is a first-of-its-kind collaboration between the CDRC and regional insurance providers that works to improve care, reduce costs and advance health for youth whose medical needs are compounded by social problems. NICH's community-based interventions aim to identify and remove the barriers between children, families and better health.

NICH team members, known as interventionists, support families dealing with medical conditions such as diabetes, cystic fibrosis, cancer, chronic pain and end-stage renal disease, among other conditions. Available to families 24 hours a day, seven days a week, interventionists work across medical institutions, schools, juvenile justice systems and child protective services to complement and help streamline the needs of their patients and allow for the identification and remediation of the social determinants of health.

What is OHSU doing to attract and retain diverse faculty and students?

OHSU is a community committed to diversity and inclusion in order to achieve and sustain excellence. OHSU educates medical, nursing, physician assistant and dental students, as well as scientists, health care professionals and the public; conducts biomedical research; and provides patient-centered medicine to prevent, diagnose and treat human illness. Principles that underpin our practice include:

- Cultivation, sharing and incorporating multiple perspectives and experiences;
- Improve the understanding, responsiveness and cultural agility of today's and tomorrow's health professionals;
- Fuel biomedical research and therapy development that represents and meets the needs of a diverse community;
- Reduction and elimination of disparities in health and health care;
- Meet the health care needs of all patients.

OHSU is continuing efforts to expand its already extensive programming and resources to attract and engage underrepresented minority (URM) faculty, students, and trainees. These efforts, in

turn, advance the practice of medicine, nursing, dentistry, pharmacy, allied health professions, and public health and related research.

The OHSU Center for Diversity & Inclusion (CDI)

The Center for Diversity & Inclusion (CDI) leads and supports the 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, research, and community services. Two example CDI programs include:

- The Unconscious Bias Initiative is led by CDI with support from executive leaders and the OHSU Board of Directors. The initiative was developed based on findings from campus-wide surveys. The goal is to train all members of the OHSU employee and student community as a first phase of culture change.
- The OHSU Fellowships for Diversity and Inclusion in Research Programs are available for postdoctoral training and junior faculty research in all scientific areas of study at OHSU. Priority is given to individuals from historically underrepresented populations.

OHSU Students/Trainees

While not exhaustive, this list provides examples of projects and programs that support diverse student access and success at OHSU.

- OHSU improved its collection and custody of student recruitment and retention data. This work allows us to move “upstream” to examine URM applicants-to-graduates data and evaluate the impact of initiatives.
- As requested by students, the Vice-Provost for Educational Improvement and Innovation has initiated training and resources for culturally responsive and inclusive curriculum, referred to as Fostering Respectful and Equitable Education (F.R.E.E.).
- As requested by the Student Council, beginning in 2018, the OHSU Center for Diversity and Inclusion (CDI) and Provost sponsored diversity honors award cords for graduating students.
- “Second Look” programs invite URM trainees (residents) and M.D. students, who have been accepted to OHSU but who have offers from multiple programs, to visit OHSU, meet leaders and peers and learn more about our clinical education and GME (residency) programs to decide if they feel OHSU is a fit. Launched by the Departments of Anesthesiology and Perioperative Medicine and Surgery residency programs in partnership with CDI, Second Look is now offered by six residency programs as well as the undergraduate medical education program. Our residency programs are a significant pipeline for faculty recruitment at OHSU, making the Second Look programs part of a “grow your own” approach.
- The School of Medicine hired an Assistant Dean for Diversity and Inclusion and is to begin in April 2019.
- To help meet our goal of improving workforce diversity, the School of Nursing offers mentorship, career planning, case management and deployment of holistic admission strategies in partner schools throughout Oregon. We have a team of a faculty and a diversity coordinator (student support) on each campus. Diversity coordinators, with the help of the

faculty coordinators, case manage students to provide early intervention and referral to academic support services. The mentorship program utilizes an evidence-based model in which each student is assigned a mentor. Students meet with their mentor on a monthly basis and receive support in academic socialization and career planning. Students also build a five-year career plan with their mentors. Other strategies to help with career planning include the Transitions to Practice Workshop and Graduate School Exploration Workshop. Implementation of the holistic admission process includes assessing the applicant's experiences with diversity and commitment to social justice. Currently, the admission process is being expanded to also assess the applicant's attributes and potential contribution to the profession.

- At their request, students now have access to the Center for Diversity and Inclusion's Unconscious Bias Training for academic year 2019.
- We use the President's Scholarship Fund to recruit URM and rural, first generation clinical program students to OHSU. The President's Fund provides tuition and fees to qualified students from disadvantaged backgrounds to become health professionals.
- The School of Medicine launched a Diverse UME-GME Mentoring Program in 2017.
- The Scholars for a Healthy Oregon Initiative (SHOI) provides full tuition and fees for students entering specific clinical degree programs at OHSU. In return, funding recipients agree to practice as a healthcare practitioner in a rural or underserved community in Oregon for a minimum of one year longer than the total years of funding received.
- Alliance for Visible Diversity in Science (AVDS) works to increase visible diversity within the graduate programs at OHSU by recruiting, retaining, and supporting graduate students, postdoctoral scholars, staff, and faculty members from underrepresented backgrounds.
- The Oregon Students Learn & Experience Research (OSLER) program offers research experience and mentorship through stipend-funded yearlong training. Positions are available to students enrolled in a doctoral program at OHSU, Oregon State University, Portland State University, and the University of Oregon. Students engage in clinical or translational research under the direction of a mentor proposed by the student.
- The Diversity Program for Visiting Students, a graduate medical education training program, works to enhance student awareness of opportunities in academic medicine at OHSU and in Portland, increase the number of diverse students applying to OHSU's residency programs, and provide mentoring and networking for diverse students.
- The Intercultural Psychiatric Program provides training in culturally sensitive mental health services for immigrant, refugee and ethnic communities with an emphasis on individuals and families whose first language is not English.
- The OHSU Transgender Health Program provides culturally competent, evidence-based training in the provision of transgender care. They partner with clinics, hospitals and schools to coordinate health care for the transgender community in an appropriate way.
- Undergraduate Medical Education (UME) Diversity Navigators complement and extend beyond what is offered by the Office of Student Affairs for students who desire additional culturally sensitive and culturally competent mentorship and advising throughout a student's

enrollment in the M.D. program. These navigators work with M.D. students who self-identify as belonging to diverse or underrepresented groups.

- **The Undergraduate Medical Education program this month launched a partnership with Northwest Permanente to expand the pool of physicians to mentor diverse M.D. students. Thirty OHSU students will be matched with mentors.**
- OHSU Campus for Rural Health sites host students for clinical rotations and interprofessional community projects in Klamath Falls, Coos Bay, and La Grande. Students live together and work in cohorts under the leadership of community partners, clinicians and OHSU research teams. Studying and working in multi-disciplinary cohorts, students learn to communicate with, care for and become full advocates for diverse rural community members. A range of projects provides students with opportunities for clinical rotations and research.
- The School of Nursing deploys a comprehensive program across all of its campuses, the Advancing Health Equity through Student Empowerment & Professional Success (HealthE STEPS) 2.0 Statewide, with Health Resources and Services Administration funding 2017-2021. The program is designed to address social determinants of education to enroll, retain, empower, and graduate nursing students from disadvantaged backgrounds, including underrepresented ethnic and racial minority populations and in particular Hispanics and Native Americans, to improve health equity within their communities through professional nursing practice. The goal is to improve workforce diversity, and we offer mentorship, career planning, case management and deployment of holistic admission strategies.

Pathways Programs

OHSU has extensive pathways programs that reach elementary, high school, undergraduate and graduate college students throughout the state. Several examples of the pathway programs and activities are described below.

- The four Oregon Area Health Education Centers (AHECs) are coordinated and funded through OHSU, and provide a wide variety of programs for high school students from rural environments including career exploration camps and job shadows.
- BUILD EXITO is an undergraduate research training program that supports students on their path to becoming scientific researchers. Portland State University is the lead on this National Institutes of Health center for innovation to help undergraduates, and OHSU serves as the research-intensive partner.
- OHSU's On Track program engages URM students (grades 6-16) and guides them toward careers in STEM. Currently, projects are located in Portland Public Schools' Jefferson cluster, Woodburn School District, The Confederated Tribes of Warm Springs K-8 Academy and Madras High School, and a new venue is in development with the Klamath Tribes and Chiloquin School District in Southern Oregon.
- The Oregon Institute of Occupational Health Sciences summer student research awards are 2-3 month paid summer internships designed to introduce college sophomores, junior, and seniors to various fields of biomedical research.

- The Northwest Native American Center of Excellence is a collaboration between OHSU, the Northwest Portland Area Indian Health Board, and Portland State University working to comprehensively and sustainably address the health care needs of all people by increasing the Native American voice in the U.S. health professions workforce. NNACOE's innovative programs include the *Wy'East* Post-baccalaureate program to assist AI/AN students in achieving entry into medical school, Tribal Health Scholars provides job shadows for AI /AN high school students in Indian Health Service Clinics, and We Are Healers is a digital platform to support and encourage AI/AN participation in health careers.
- The Post-Baccalaureate Initiative is a pilot funded by the Vollum and OHSU for two graduate slots starting in fall 2018. The target population is college seniors from NIH-defined underrepresented minorities who intend on applying to graduate school within 1-2 years of college graduation.
- Discover Careers! is a career exploration program for students in grades 9 and 10 in Portland metro area high schools that have large populations of URM students and offer a health or science track. The program is hosted by OHSU's Office of Science Education Opportunities and serves 300 students annually. Students come for two visits to campus, and meet and learn from role models working in a wide variety of fields.
- The Youth Engaged in Science (YES!) program works to counter educational and health disparities in URM communities by exposing middle and high school students to science, research & STEM-related careers. They also send graduate students and postdocs to Portland-area middle and high schools to provide interactive lessons about the brain using the "Brain-in-a-Box" program developed in partnership with the OHSU Brain Institute.
- The Knight Scholars Program brings cancer research experiences to rural Oregon high school students. The NIH-funded program encourages youth whose communities are underrepresented in cancer research, healthcare and public health – including those of diverse races and ethnicities and those from rural areas – to consider making a career out of the fields of cancer research, treatment and prevention. Rural Oregon high school teachers are also invited to participate.
- The Provost Scholars Program funds two URM undergraduate students each summer for 10-week biomedical research experiences at the Oregon National Primate Research Center. Students are supported by a team of individuals dedicated to their success, both during the term of their summer fellowship and into the future.
- The University Center for Excellence in Developmental Disabilities (UCEDD) Summer Internship Program provides eight-week internship opportunities for high school and early college students to gain experience in the disability field.
- The OHSU Center for Diversity and Inclusion (CDI) offers programs to create awareness about STEM careers. CDI offers summer internship programs for research and clinical experiences in medicine, nursing, dentistry, and other health care professions. Programs include:
 - The OHSU Summer Equity Research Internship Program offers an opportunity for diverse undergraduate students to spend eight weeks working with administrators, faculty, scientists, and graduate students in a research and community-based setting.

- The Ted R. Lilley Continuing Umbrella of Research Education (CURE) Intern Program is supported by the OHSU Knight Cancer Institute and CDI. It offers research experiences to URM Portland area high school students.

Faculty

In addition to substantive efforts by individual schools and departments to hire and retain diverse faculty, the following institution-wide activities and resources are underway.

- The Provost Faculty Startup program provides up to \$50,000 to secure competitive finalists in addition to the available department/unit package, including specifically funding packages in FY2019 for underrepresented and minority faculty.
- OHSU Human Resources added unconscious bias training and enhanced diversity-related resources for faculty searches.
- OHSU Women in Academic Medicine strategizes to advance women leaders, create processes to ensure internal promotion of women at OHSU, attain a critical mass of women in executive positions which interface on OHSU strategic decisions, and increase the visibility, leadership, and professional success of women faculty at OHSU.

Employee and Manager Training

OHSU offers a one-day Intercultural Communication for Leaders course, designed for current managers, lead workers and/or individuals who manage the flow of work, who are interested in increasing their knowledge and skills to work more effectively with others from diverse backgrounds.

Employee Resource Groups

Student interest groups work closely with their counterpart Employee Resource Groups (ERGs) in hosting cultural competency education activities as well as cultural heritage events designed to enhance OHSU's community of inclusion. ERGs are OHSU-sponsored and employee-managed affinity groups of people from minority and diverse backgrounds and their allies. ERGs are led and managed by the Center for Diversity and Inclusion. Emerging and established ERGs include the following: Ability Resource Group; Asian Pacific Islander; Black International; Latinos Unidos; Middle Eastern; Native American; OHSU Pride (LGBTQ community); veterans; and women.

Higher Education Recruitment Consortium (HERC)

OHSU is the institutional host for the Greater Oregon HERC, one of nineteen regions part of a national consortium of diversity recruitment and retention strategists that includes human resources, diversity & inclusion, and faculty affairs. Led and managed by the Center for Diversity and Inclusion, OHSU students, faculty and staff have access to the following: latest trainings and webinars on diversity recruitment and retention strategies, job seeker tools for gaining careers in higher education, a network of over 700 higher education and research institutes in the nation, and national job board that includes all member postings that attracts diverse applicants.

Student Stories

“Being okay with being uncomfortable is one of my favorite phrases because I don’t think a lot of people are okay with that. In order to learn something new, you have to feel a bit uncomfortable – usually if it’s something important. At my school, when we have cultural events, a lot of people from that culture would show up and I always invite people from other cultures, but I felt like they felt uncomfortable being there. And I would go to their events and feel that discomfort but still go through it, because in the end, I would be happy that I got to see something. A lot of people my age and my generation, they avoid uncomfortable situations even though it can lead to something so much better.”

– **2018 OHSU Equity Research Program Intern**

“I lived in Jerusalem until I was 7 years old, when my family moved to the U.S. I didn’t witness any violence directly as a kid, but I saw the aftermath of bombings around Jerusalem. I saw caution tape and rubble and ambulances. It’s strange to go through your days with the possibility of a bombing always at the back of your mind. When sirens went off, we rushed into bomb shelters. I remember the struggle of getting my elderly grandfather down the stairs to the shelter. He was short of breath from heart failure and he used a wheelchair. It was a panicky feeling, hurrying everyone in there and closing the door as fast as we could. My parents sacrificed a lot to bring us here. I was too young to appreciate it at the time, but now I can see that they wanted a brighter future for us.”

– **2018 Equity Research Program Intern**

“It was harder in the beginning. Medford, Mass., was a very white town and didn’t have a lot of black people. There are train tracks that split west Medford and on one side people called it ‘brown town’ where there are a lot of minorities – people called it in a derogatory way. I grew up in that neighborhood and was grateful because I had a lot of minorities around me. But looking back, it’s a little sad because I’m one of the few people who went to college in my age group. So, I’m thankful to my parents for stressing education on me, making sure we didn’t fall into any type of trap. I remember my dad would bring us to the library – that was a big thing for us - we would read. And he would buy us those math DVDs where you’d watch and do math. So, he took his time to stress how important education was and give us examples of how it changed his life and how it can change our lives.”

– **2018 Equity Research Program Intern**