



2013–2014 Annual Report

Oregon
Health
Authority



Office of
Equity & Inclusion

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Director's message

Of all the forms of inequality, injustice in health care is the most shocking and inhuman.

– Dr. Martin Luther King Jr., in a speech to the Medical Committee for Human Rights, 1966

July 2014 marked the 50th anniversary of the Civil Rights Act's adoption. Over the entire history of the Office of Equity and Inclusion, we've focused on implementing the Civil Rights Act to ensure health care for all Oregonians.

For example, in 2014, OEI implemented OHA's supplier diversity and diversity recruitment policies and helped DHS and OHA create an Alternate Formats and Language Access Policy.

This meaningful work connects us to the civil rights advancements of champions such as Dr. Martin Luther King Jr., Cesar Chavez, Dennis Banks and Harvey Milk. Health equity work is too often a low priority or an afterthought. As a result, we are just now fully implementing the act.



Honoring this milestone and reflecting on our current work causes me to consider what the next generations will see when they look back at the Oregon Health Authority (OHA), our state and our nation 50 years from now.

Without a doubt, they will see a significantly more diverse nation and state. They will hear more languages spoken and see new cultures represented. This predictable trend is already playing out even in the most rural parts of Oregon.

What remains to be seen is whether we will fully capitalize on our diversifying population's talents. We will only realize our complete collective potential when we make this shift.

In 50 years, will it be novel or normal to invest in language access throughout the health care system for people with limited English proficiency (LEP)?

Will all clinics be able to provide equal care for people with disabilities?

Will it be remarkable or old news when the health care work force in the boardroom, the exam room and at the front desk mirrors our diverse population?

Will my grandchildren clearly understand information from their health care providers? Will they be full partners in their health care?

When they look at health data, will they see that zip code, race or income can still predict health outcomes or will our society actively address the social causes of poor health?

Will we have made culturally affirming, healthy choices easy for everyone to make?

As I think about this future, I am encouraged by the number of partners and leaders dedicated to fulfilling Dr. King's vision. I am excited that many of our elected leaders are committed to health equity. This vision is echoing through health systems transformation, public health accreditation, behavioural health investments and early childhood services. It is spurring education and criminal justice system reforms.

I hope that as we continue to move forward, we invest sufficient capital and show a relentless commitment to equity. Over the next 50 years, our mutual investment can bend the arc of our society toward health and well-being for all.

In the past 50 years, we have mastered rocket science and brain surgery. I hope that assuring civil rights and achieving health equity in the next 50 years will be our next audacious goal.



Latricia Sillman

About the Office of Equity and Inclusion

Our vision:

All people, communities and cultures co-creating and enjoying a healthy Oregon.

Our mission:

To engage and align diverse community voices and the OHA to assure the elimination of avoidable health gaps and promote optimal health in Oregon.

Who we are:

The Office of Equity and Inclusion (OEI) began in 1993 as the Office of Multicultural Health (OMH). It was formed to address health inequities statewide. OMH became the Office of Equity and Inclusion when it moved to the Oregon Health Authority (OHA) in 2011.



OEI's mission has evolved over the years. We now lead OHA's efforts to promote equal services and outcomes for under-represented groups statewide. OEI works with our state's diverse communities to help OHA transform our state's health system. This helps achieve the triple aim of better health, better care and lower costs.

Hundreds of Oregonians' views helped create OEI's 2011–15 strategic plan. Their views guide our work priorities and focus on partnerships. Together, we will create a healthier Oregon for all its residents.

Our strategic focus:

By 2016, the Office of Equity and Inclusion (OEI) will connect people, policy and programs to make substantial and measurable progress toward the achievement of our vision and mission.

OEI prioritizes:

- Health equity and diversity in OHA and in Oregon's health promoting systems;
- Dynamic, strength-based relationships among Oregon's diverse communities, OHA and Oregon's health promoting systems;
- Developing diversity and inclusion best practices within OHA and Oregon's health promoting systems. These practices span recruitment, hiring, retention, performance management, contracting and procurement, and leadership and employee development.
- Using community wisdom, timely data and research to develop and communicate the importance of health equity and the removal of avoidable gaps in health outcomes.

We organize our work in three units:

Administrative — long-term vision, strategic communications, quality improvement and efficient office operations;

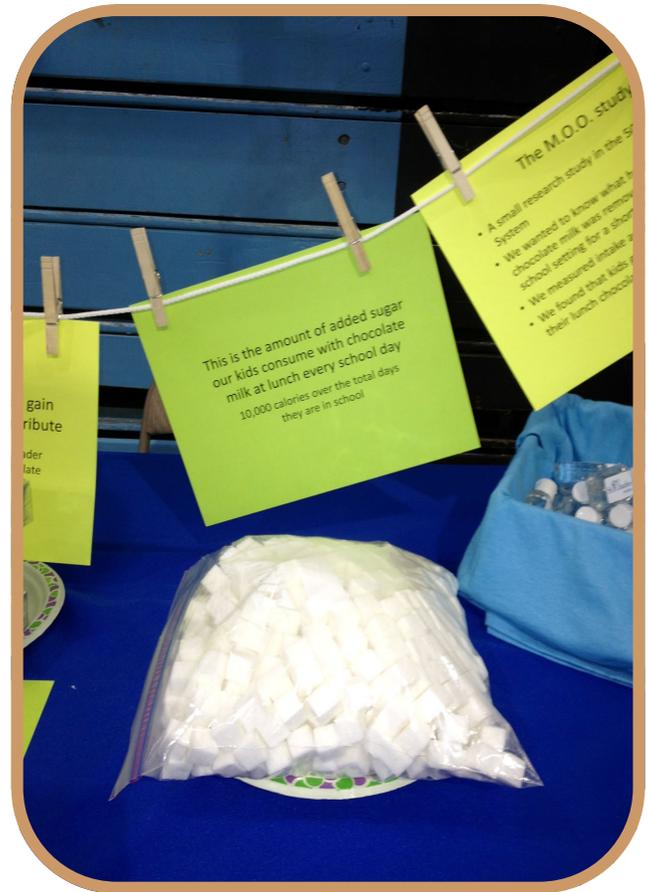
Equity — community and agency partner engagement to develop and implement long-term solutions to avoidable health inequities;

Diversity — creation of work environments that leverage the strengths of a highly qualified, diverse work force.

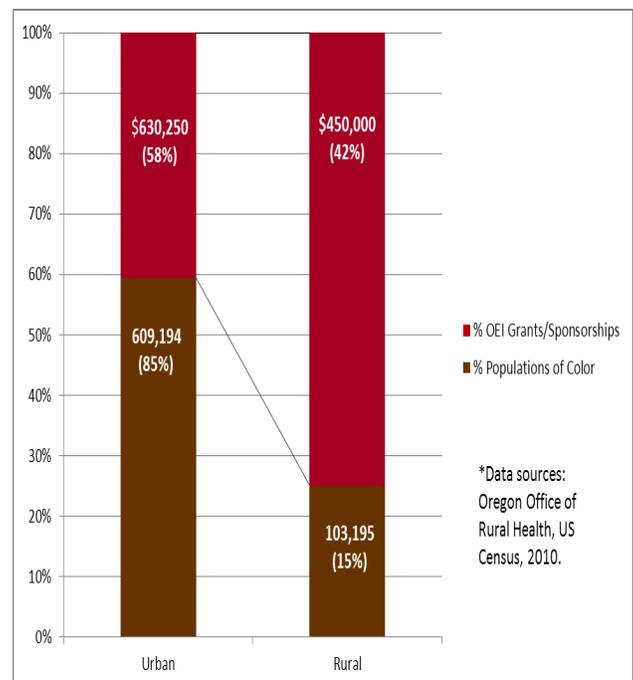
2013–14 accomplishments

Our staff has worked hard over the past year to implement policy and procedures based on the four pillars of our strategic plan:

- Community engagement;
- Organizational direction;
- Diversity development;
- Health equity.



'13-14 OEI grants and sponsorships by rural and urban areas, and populations of color

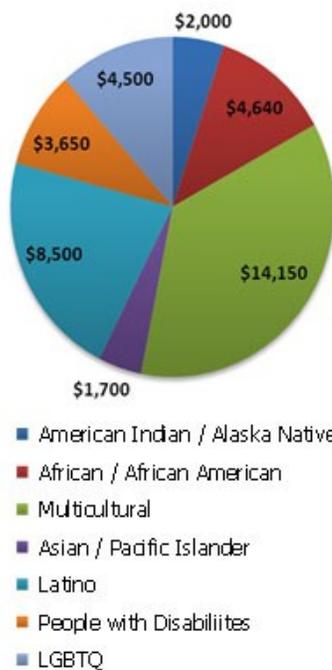


Community engagement



▲ In July 2014, OEI sponsored the Freedom Fighters exhibit. The exhibit displayed part of a writing project by Roosevelt High School students. It highlighted their research on 16 local social justice advocates.

OEI Sponsorships
June '13-June '14



- Established the [Traditional Health Worker \(THW\) Commission](#). This group advises OHA on how to best develop, implement and sustain THWs in Oregon's health care delivery system. The commission ensures that the THW program responds to consumer and community health needs.
- Guided [coordinated care organization \(CCO\)](#) staff on their civil rights obligations for language access services and health care interpreters (HCI).

- Collaborated with the International Medical Interpreters Association to coordinate the seventh annual National Conference on Certification of Medical Interpreters.
- Developed and conducted multicultural storytelling training with community partner Clarence Jones at the 2013 RHEC Spring Gathering.
- Finished a community engagement process to guide OHA health equity policy priorities. Presented preliminary survey findings to the [Health Equity Researchers of Oregon \(HERO\)](#) and the [Society for Social Work and Research](#).
- Helped link the Department of Human Services (DHS) Aging and People with Disabilities Program and the Cornelius Committee: A Vision for an Accessible Community/*Comité de Cornelius: Visión de una comunidad accesible*.
- Co-sponsored education and outreach events, including Eid celebration at Oregon Convention Center, for African and Muslim communities.
- Helped the Mid-Columbia region develop resources for migrant farmworkers and their families during the harvest season.
- Served on the Project to Reduce Adverse Health Effects of Pesticides on Indigenous Farmworkers Scientific Advisory Board.
- Worked with [Oregon Primary Care Association](#) to staff two of the seven 2014–2020 Oral Health Strategic Plan input sessions around the Mid-Columbia region.

Organizational direction

- Established five [HCI](#) certification tests (Russian, Vietnamese, Korean, Cantonese and Mandarin) with the National Board of Certification of Medical Interpreters.
- Received \$1.05 million from the [Centers for Medicare and Medicaid Innovation](#) for health equity innovations in the health system. This includes State Innovation Model funding to certify HCIs.
- Published [2013 State of Equity Report](#), which focused on African Americans, American Indians and Alaska Natives, and Pacific Islanders.
- Developed and distributed a Developing Equity Leadership through Training and Action ([DELTA](#)) newsletter. It featured links to equity, diversity and inclusion resources, articles, member highlights, upcoming speakers and workshops, news and announcements, and job opportunities.
- Co-presented a health equity workshop to the 2014 [CCOs' Community Advisory Council Summit](#) attendees. The Transformation Center hosted the summit.
- Worked with the Oregon Primary Care Office to develop and distribute the 2013 Migrant and Seasonal Farmworker Enumeration Study.
- Coordinated Dr. Tina Castañares' workshop, "Upstream to the Headwaters: Working Collaboratively to Promote Community Health," at the Transformation Center.



- Supported the [OHA Transformation Center](#) on health equity issues. This included the center's "Adverse Childhood Experiences and Trauma" strategy sessions for its [Community Advisory Council Learning Community](#).

OEI event sponsorships

OEI provided more than \$44,000 in sponsorships from January 2013 through July 2014 to a variety of events statewide, such as:



→ **Celebrating African Family Health**, October 2013;

30th Annual Asian Health & Service Center Conference, October 2013;

African-American AIDS Awareness Action Alliance Health Fair, March 2014;

2014 LGBTQ Health Coalition of the Columbia Willamette Meaningful Care Conference, March 2014;

Oregon and Southwest Washington Health Literacy Conference, March 2014;

We Can Do Better Health Equity Conference, April 2014;

2014 and Beyond: Latino Health Equity Conference, June 2014.

Diversity development

OEI by the numbers

3

New [regional health equity coalitions](#) established in Jackson, Klamath, and Hood River and Wasco counties.



23

Members of the [2014 DELTA Cohort](#). This program trains health system professionals on key concepts of health equity, diversity and inclusion.

41

Civil rights investigations completed by OEI in FY 2013–14.

- Led the development and adoption of an agency-wide plan to form [employee resource groups \(ERGs\)](#). OHA approved the plan for ERGs in September 2013. OEI has sanctioned three ERGs: Uniting Protected Classes for Environmental Justice Solutions, ERG for OHA Black Employees, and Healthy Families Employee Resource Group.
- Approved a Supplier Diversity Policy in March 2014 that aligns with Governor’s Executive Order 12-03 and Oregon statute. OEI and the Office of Contracts and Procurement implemented the policy. OEI sponsored outreach to [minority, women and emerging small businesses \(MWESB\)](#). OHA and the Hispanic Chamber of Commerce sponsored a networking event for OHA managers and MWESB owners.
- Helped OHA adopt a Diversity Recruitment Policy in September 2013. Four OHA areas are testing the procedures. OEI shared this best practice tool with four external organizations.
- Developed a non-discrimination policy for the public. This policy applies to both OHA and its contractors. It takes effect Jan. 1, 2015. OEI is implementing it with agency representatives and contractors.
- Revised [OHA’s Discrimination and Harassment Free Workplace procedure](#). It developed a database to better track complaints, investigations and systemic issues.
- Adopted new procedures and a staffing model to better implement the Americans with Disabilities Act (ADA) functions and requirements. This includes ADA compliance for facilities such as the Oregon State Hospital Junction City building.
- Worked with OHA Cabinet to complete a new round of Intercultural Development Inventory Assessments. Completed the 16-month Equity and Inclusion Learning Series. The series focused on health equity, diversity and inclusion, cultural competency, and civil rights.
- Sponsored and participated in events and job fairs to engage community stakeholders and potential OHA job candidates. This included the Partners in Diversity’s Breakfast for Champions in July 2014.

Health equity

- Presented “Migrant and Seasonal Farmworkers: How to Meet the Needs of This Growing Community” session to 36 participants at the 30th Annual Oregon Rural Health Conference.
- Conducted “Best Practices in Identifying Special Populations in Community Health Centers” at the 2013 Oregon Primary Care Association Spring Symposium.
- Supported integrating behavioral health services within communities of color. OEI used block grants and internal assessments and developed an African and African American behavioral health system with access to THW and HCI services. OEI coordinated with [OHA’s Addictions and Mental Health \(AMH\) Division](#) to value THWs.
- Created a THW story bank and FAQ page, coordinated a survey of THWs and identified an incumbent worker training process for all THWs. Also created a description of THWs’ roles and duties on the patient care team.
- Facilitated approval of the OHA and DHS Alternate Formats and Language Access Policy. Stewarded the OHA Staff Bilingual Proficiency Standards Policy.
- Participated in the 2014 Early Learning Council Equity Subcommittee to ensure the [Early Learning Council’s](#) efforts are aligned with Oregon’s health care system’s equity work.
- Conducted a health equity review of patient-centered primary care home standards.
- Supported the Regional Health Equity Coalition’s work to adopt key regional and statewide policies that advance health equity:
 - Tobacco-free low-income housing;
 - Cultural competency training for law enforcement, government and area agency staff;
 - Healthy school menus;
 - Cultural competency continuing education for providers;
 - [Race, ethnicity, language and disability \(REAL-D\) data standards](#).
- Provided technical assistance and support on migrant and seasonal farmworkers health issues to 65 rural health clinics and 32 federally qualified Oregon health centers.

100

Hours of technical assistance on language access, diversity, civil rights and cultural competence for eight [National Health Service Corps](#) sites.



194

Certified traditional health workers on the newly launched [THW Registry](#) through June 30, 2014, along with 324 trained THWs. OEI plans to certify 300 THWs by December 2015.

237

Bills analyzed by OEI during the 2013 and 2014 legislative sessions.

\$1.4 million

In grants provided to communities across Oregon to advance health equity.

Thank you!

OEI couldn't do its work without the help of so many people in the community. We want to take a moment to acknowledge the work of these individuals:

Client Civil Rights Rules Advisory Committee (RAC)

Carol Burgdorf-Lackes, Bonnie Corns, Wendy Edwards, Beth Englander, Sonja Ervin, Heather Hartman, Laurie Hofer, David McElhatton, Grace Neal, Eric Owen, Joey Razzano, Linda Roman, Steve Weiss, Tasha Wheatt-Delancy

HB2134 RAC

Jesse Beason, Ann Curry-Stevens, Victoria Demchak, Nafisa Fai, Dr. Dena Hassouneh, Tim Holbert, Willi Horner-Johnson, Bob Joondeph, Marjorie McGee, Julia Meier, Alberto Moreno, Andrew Riley, Maura Roche, Joseph Santos-Lyons, Karis J.A. Stoudamire-Phillips, Claudia Vargas, Victoria Warren-Mears, Maija Yasui

HB2611 RAC

Salome Chimuku, Sandra Clark, Jack Dempsey, Kathleen Haley, Felicia Holgate, Joy Ingwerson, Karen MacLean, Cheryl M. Miller, Maura Roche, Armenia Sarabia, Danielle Sobel, Christina Swartz Bodamer, Kathy Wai, Fabiana Wallis, Anne Walsh

- Participated in the Children's Health Policy Team's work with OHA transformation staff, other state divisions and organizations that serve children in education and health care.



- Participated in the [Adverse Childhood Experiences \(ACES\)/Trauma Informed Advisory Council Collaborative's](#) work.

This group focuses on ACES' impact on health and on developing Oregon's trauma-informed care.

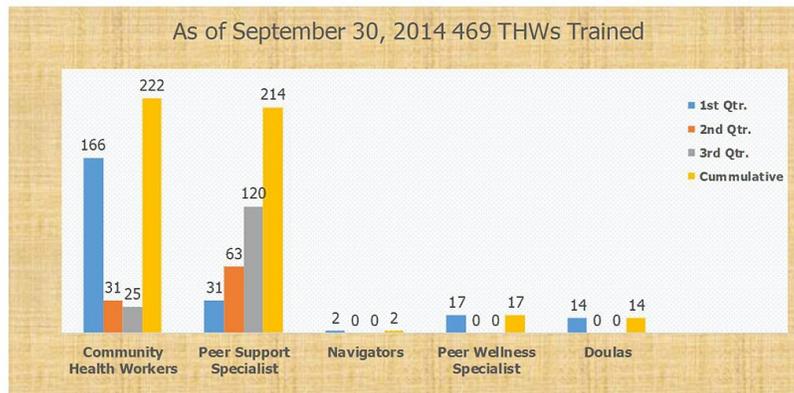
- Participated as state agency staff consultant to the [Child and Family Well-being \(CFWB\) Measures Workgroup](#). This group includes coordinated care organizations, providers and other groups that support maternal and child health work.

2015 OEI initiatives

This coming year will mark the OHA non-discrimination policy public implementation. Next year will also see the full implementation of the Supplier Diversity Policy, the Diversity Recruitment Policy, ADA procedures and staffing, and the OHA-wide Diversity Leadership Team.

OEI will develop appropriate metrics and data to measure progress. This includes appropriate parity calculation revisions of OHA affirmative action and employment data.

Oregon Legislation requires 300 CHWs trained by December 2015



Source: 2014 1st, 2nd, 3rd THW Quarterly Reports

Other initiatives include:

- Establish at least one additional regional health equity coalition.
- Enhance the THW

and HCI registries to collect data to inform strategies that ensure work force diversity.

- Establish ethical guidelines, a complaint process and supervision standards for THWs. Update [THW Rule OAR 410-180](#) to establish THW training requirements.
- Implement OHA's standard for collecting race, ethnicity, language and disability data.
- Implement cultural competence continuing education for health care professionals and OHA staff.
- Improve language access services for OHA clients through the Alternate Formats and Language Access Policy.
- Create a learning collaborative of all HCI stakeholders to better use HCIs in the health system. Participants include HCIs, CCOs, providers, language service providers and [Oregon Health Care Interpreters Association](#).
- Complete the first Oregon Primary Care Needs Assessment. This will prioritize OHA's promotion of access to care, especially for the underserved. Its objectives include understanding the greatest primary care needs and health care shortages for various population groups, and identifying actions to measurably increase primary care access.
- Recruit and select 2015 DELTA Cohort, and create a website for current DELTA members and alumni.



[Health Equity Policy Committee](#)

Lucy Baker, Liz Baxter, Sandra Clark, Patricia Cortez, Chris Coughlin, Victoria Demchak, Rose Englert, Brandy Ethridge, Sandra Hernandez, John Hummel, Denise Johnson, Nancy Kramer, Lisa Ladendorff, Shafia Monroe, John Mullin, Bridget Nickol, Midge Purcell, Maura Roche, Joseph Santos Lyons, Ty Schwoeffermann, Kathy Wai, Fabiana Wallis

[Traditional Health Workers Commission](#)

Cheryl Badaracco, Krissa Caldwell, Phaedra Duarte, Keesha Dumas, Alaiyo Foster, Ally Linfoot, Eric Martin, Roxanne McAnally, Connie Miyao, Raeben Nolan, Edna Nyamu, Maria Sanchez, Jeanine Smart, Ashley Strong, Jean Yamamoto

[Oregon Council on Health Care Interpreters](#)

Melanie DeLeon-Benham, Megan Harris-Jacquot, Erin Neff, Morad Noury, Roxana Ocaranza-Ermisch, Vanloeun Ping, Fausto Pino, Miriam Volpin, Patricia Wetzel, Mitchell Yoder

[Community Advisory Council](#)

Cyreena Boston Ashby, Dr. T. Allen Bethel, Carla Gary, Mary Anne Harmer, John Hummel, Jacqueline Left Hand Bull, Holden Leung, Alberto Moreno, Sam Munyandamutsa, Joanne Noone, Andrew Riley, Cristal Riley, Shelli Romero, Joseph Santos Lyons, Tash Shatz, Myriam Vazquez

[DELTA Advisory Committee](#)

Emilee Coulter-Thompson, Bob DiPrete, Bobby Green, Sue Hennessy, John Lensen, Nanci Luna Jimenez, Catherine Potter, Barney Speight, Dr. Michelle Taylor, Robin Teater

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Staff departures

Thanks to OEI staff, volunteers and interns who moved on in 2013–14 to other adventures:

Asima Ahmad • **Farnoosh Bates** • **Omar Carrillo Tinajero** • **Erica DeJong** • **Jay'vin Green** • **Malea Guppy** • **Christine Meadows** • **Abdiasis Mohamed** • **Susan Stigers** • **Andrea Thompson** • **Anita Yap**

Stay connected

There are many ways to stay in touch with the Office of Equity and Inclusion. Register for updates via our newsletter at oregon.gov/oha/oei/Pages/pursuing-equity-newsletter.aspx, or visit us on [Facebook](#).



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