



2013-2014 Annual Report



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 being signed into law. Over the entire history of the Office of Equity and Inclusion, but especially over the past year, we've focused on implementing the Civil Rights Act with respect to the health care for all Oregonians.

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. That doesn't make it any less troubling that we are just now investing in the Act's full implementation – and not without struggle.



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 nation and a state that is significantly more diverse in terms of languages spoken and 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 the expertise of our diversifying population. Only when we do, however, will we realize our complete collective potential, both globally and in our local communities.

In 50 years, will it be novel or normal that we invest in language access at all points of the health care system for people with Limited English Proficiency (LEP)? Will all clinics have the needed equipment to provide equitable care for people with disabilities? Will it be remarkable or old news when the health care workforce in the boardroom, the exam room, and at the front desk mirrors our diverse population?

I wonder if in five decades, my grandchildren will be able to clearly understand their health care providers when they are learning about a health issue and be a partner in their care.

When they look at health data, will they see that health outcomes can still be predicted by zip code, race, or income?

Will the ways that our society is organized predict the health we enjoy, or will the burdens of poor health be commonly known and actively addressed?

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 bringing Dr. King's vision of a just and equitable community to fruition. I am excited that a commitment to health equity is coming from our elected leaders and echoing through health systems transformation, public health accreditation, behavioral health, early childhood services, and reforms to our education and criminal justice systems.

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

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



Latricia Tillman

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), with a focus on addressing health inequities statewide. It was renamed when it transitioned to Oregon Health Authority (OHA) in 2011.



OEI's mission has evolved over the years, and we now serve as a leader and catalyst in helping OHA promote equitable services and outcomes for under-represented populations statewide. OEI engages with our state's diverse communities to inform OHA's work on health system transformation to achieve the triple aim of better health, better care, and lower costs.

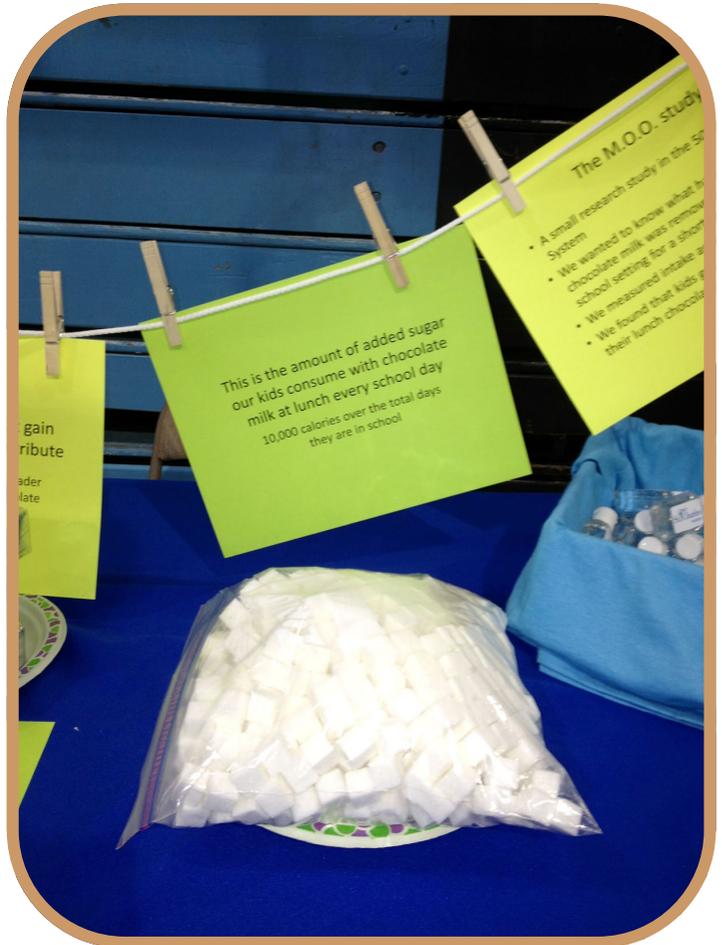
Our strategic plan for 2011-15, informed by the views of hundreds of Oregonians, continues to guide our work, our priorities, and our focus on partnerships, to create a healthier Oregon for all its residents.

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.

We prioritize the following strategic imperatives:

- Assure and sustain an organizational structure that relentlessly pursues health equity and organizational diversity in OHA and in Oregon’s health promoting systems.
- Foster dynamic, strength-based, and authentic relationships among Oregon’s diverse communities, OHA, and Oregon’s health promoting systems.
- Integrate and use diversity development best practices in recruitment, hiring, retention, performance management, contracting and procurement, and leadership and employee development in OHA and in Oregon’s health promoting systems.
- Leverage community wisdom, timely data, and research to develop and effectively communicate the rationale for investing in health equity and eliminating avoidable gaps in health outcomes.



We organize our work in three units:

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

Equity — focus on engaging community and agency partners in developing and implementing long-term solutions to avoidable health inequities;

Diversity — focus on creating work environments that support and leverage the strengths of a highly qualified, diverse workforce.

2013-14 OEI 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

community engagement



▲ In July 2014, OEI sponsored the Freedom Fighters exhibit that was part of a writing project by Roosevelt High School students, showing off their research on 16 local social justice advocates.

OEI Sponsorships
June '13-June '14



- American Indian / Alaska Native
- African / African American
- Multicultural
- Asian / Pacific Islander
- Latino
- People with Disabilities
- LGBTQ

- Established Traditional Health Worker (THW) Commission, which advises and makes recommendations to OHA regarding the development, implementation, and sustainability of THWs in Oregon's health care delivery system. The commission ensures the program is responsive to consumer and community health needs.
- Provided guidance to Coordinated Care Organization (CCO) staff in regard to Language Access Services and Health Care Interpreters (HCI).

- Coordinated seventh annual National Conference on Certification of Medical Interpreters, in collaboration with the International Medical Interpreters Association.
- Developed and conducted multicultural storytelling community engagement training with African American community partner Clarence Jones for 2013 Regional Health Equity Coalitions (RHEC) Spring Gathering.
- Finalized a multi-phase community engagement process to inform OHA health equity policy priorities, and presented preliminary survey findings at a Health Equity Researchers of Oregon (HERO) meeting and the Society for Social Work and Research conference.
- Co-sponsored and facilitated linkages between Department of Human Services (DHS) Aging & People with Disabilities and Cornelius Committee: A Vision for an Accessible Community/ *Comité de Cornelius: Visión de una comunidad accesible*.
- Co-sponsored coronavirus education and outreach events (including Eid celebration at Oregon Convention Center) focused on African and Muslim communities.
- Collaborated in the Mid-Columbia region to develop and prepare resources that assisted migrant farmworkers and their families during the harvest season.
- Served on the Project to Reduce Adverse Health Effects of Pesticides on Indigenous Farmworker Scientific Advisory Board.
- Coordinated 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 in funding from the Centers for Medicare and Medicaid Innovation for health equity innovations in Health System Transformation. This includes State Innovative Model funding to coordinate a statewide learning collaborative to support the training and certification of HCIs.
- Published 2013 State of Health Equity report, which focused on African American, American Indian & Alaska Native, and Pacific Islanders.
- Developed and disseminated a DELTA (Developing Equity Leadership through Training and Action) Newsletter that featured links to equity, diversity and inclusion resources, articles, cohort member highlights, upcoming speakers and workshops, DELTA news and announcements and job opportunities.
- Co-presented a Health Equity workshop to attendees of the CCOs' Community Advisory Council Summit in 2014, hosted by the Transformation Center.
- Collaborated with the Oregon Primary Care Office in the development, release and diffusion of the 2013 Migrant and Seasonal Farmworker Enumeration Study.
- Coordinated the presentation of Dr. Tina Castañares' workshop "Upstream to the headwaters: Working collaboratively to promote community health" at the Transformation Center.



Experiences and Trauma" strategy sessions for its Community Advisory Council Learning Community.

OEI Event Sponsorships

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



▲ **Celebrating African Family Health event**, 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

- Supported the OHA Transformation Center on issues related to health equity and its Adverse Childhood

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. The DELTA program trains health system professionals from throughout the state on key concepts of health equity, diversity and inclusion.

41

Civil rights investigations completed by OEI during FY 2013-14.

- Led the development and adoption of an agency-wide plan to form Employee Resource Groups (ERGs). The plan for ERGs was approved by OHA in September 2013. Since then, three OHA-sanctioned ERGs have been established: 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 staff worked with the Office of Contracts and Procurement to implement the policy. OEI sponsored outreach to Minority, Women and Emerging Small Businesses (MWESB), including a networking event connecting OHA managers and MWESB owners sponsored by OHA and the Hispanic Chamber of Commerce.
 - Saw OHA adopt a Diversity Recruitment Policy in September 2013. Procedures drafted in May 2014 are being tested in four areas of OHA: the Director's Office, Health Analytics, Human Resources and Public Health. The policy also was shared as a best practice tool with four external organizations.
 - Developed a non-discrimination policy for the public through the Oregon rule-making process. This policy applies to both OHA and its contractors, and takes effect Jan. 1, 2015. OEI is currently working with agency representatives and contractors on implementation.
- Revised OHA's Discrimination and Harassment Free Workplace procedure, originally adopted in July 2011, and developed a database to better track complaints, investigations and systemic issues.
- Adopted new procedures and a staffing model to better implement functions and requirements of the Americans with Disabilities Act (ADA), including consultation on ADA compliance for facilities such as the Oregon State Hospital and the OHA's Junction City building.
- Worked with OHA Cabinet to complete a new round of the Intercultural Development Inventory assessments. Completed the 16-month Equity and Inclusion Learning Series, focusing on health equity, diversity and inclusion, cultural competency and civil rights.
- Sponsored and participated in events and job fairs to further engage community stakeholders and potential OHA job candidates, including the Partners in Diversity's Breakfast for Champions in July 2014.

health equity

- Presented session on Migrant and Seasonal Farmworker Health and Outreach to 36 participants at the 30th Annual Oregon Rural Health Conference.
- Conducted a “Best Practices in Identifying Special Populations in Community Health Centers” at the 2013 Oregon Primary Care Association Spring Symposium.
- Supported the integration of behavioral health services within communities of color, valuing THWs through interagency coordination with Addictions and Mental Health Services (AMH). OEI used block grants, internal assessments, and African and African American behavioral health system development to include access to THW and HCI services.
- Completed several THW initiatives, including the creation of a story bank and FAQ page, coordinating a survey of THWs, and identifying an Incumbent Worker Training Process for all THWs. Also created a description of roles and duties of THWs in the patient care team.
- Facilitated approval of the Alternate Formats and Language Access Policy for DHS and OHA, and the OHA Staff Bilingual Proficiency Standards Policy.
- Participated in the 2014 Early Learning Council Equity Subcommittee to ensure that the Early Learning Council’s efforts are aligned with the equity work that is currently underway in Oregon’s health care system.
- Conducted a Health Equity review of Patient Center Primary Care Home Standards.
- Supported RHEC work towards the adoption of key regional and statewide policies to advance health equity:
 - * Tobacco-free low income housing
 - * Cultural competency training resolution for law enforcement, government and area agency staff
 - * Healthy school menus
 - * Cultural competency continuing education for providers
 - * REAL+D data standards.



100

Hours of technical assistance on issues related to language access, diversity, civil rights and cultural competence provided to eight National Health Service Corps sites statewide.

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.

Thank you!

Every year, 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 Hoefler, 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



- Provided technical assistance and support on issues related to Migrant and Seasonal farmworkers health to 65 Rural Health Clinics and 32 Federally Qualified Health Centers in Oregon.
- Participated in the work of the Children's Health Policy Team along with OHA transformation staff, other state divisions and organizations dedicated to serve children in education and health care.
- Participated in the work of Adverse Childhood Experiences (ACES) / Trauma Informed Advisory Council Collaborative that focuses on ACES' impact on health and the development of trauma informed care in Oregon.
- Participated as state agency staff consultant to the Child and Family Well-being (CFWB) Measures Workgroup composed of Coordinated Care Organizations, providers and other organizations that support maternal and child health work.

2015 OEI initiatives

This coming year will mark the implementation of OHA non-discrimination policy for the public, as well as 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 also put a more refined focus on the development of appropriate metrics and data to measure progress, including implementing appropriate revisions of parity calculations relating to OHA Affirmative Action and employment data.

Other initiatives include:

- Support implementation of OHA's standard for collecting race, ethnicity, language and disability data.
- Support implementation of cultural competence continuing education for health care professionals and OHA staff.

- Facilitate improvements in language access services for OHA clients by fully implementing the Alternate Formats and Language Access Policy.
- Support the establishment of at least one additional Regional Health Equity Coalition.
- Create a learning collaborative that includes all HCI stakeholder representatives — HCIs, CCOs, providers, language service providers, Oregon Health Care Interpreters Association — to advance the utilization of HCIs in the health system, and facilitate at least two sessions by December 2015.
- Complete the first Oregon Primary Care Needs Assessment, which would identify the areas for priority attention in 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 statewide, and identifying actions that will lead to measurable increases in primary care access.
- Complete enhancements of the THW and HCI registries to collect and disaggregate data for reporting and informing strategies that will ensure the diversity of the workforce.
- Establish ethical guidelines, complaint process, and supervision standards for THWs, as well as complete updating THW Rule OAR 410-180, which establishes THW training requirements.
- Recruit and select 2015 DELTA Cohort, and establish 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 Schwoefferrmann, Kathy Wai, Fabiana Wallis

THW 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, Vanloeeun 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 Hummell, 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 Lenssen, Nanci Luna Jimenez, Catherine Potter, Barney Speight, Dr. Michelle Taylor, Robin Teater



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Staff Departures

Thanks to OEI staff who moved on in 2013-14 to other adventures:

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

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