

OUR COMMUNITY

CHLA is a not-for-profit, freestanding, pediatric academic medical center, providing more than half a million clinical patient visits per year. Providing care to CHLA's patients and families requires the engagement of faculty, physicians, trainees, staff, volunteers, and our local community - and, therefore, CHLA is considering these broad stakeholders in consideration of our engagement plan. CHLA employs **6,000** individuals in clinical (nurses, therapists, technicians), services (food and dietary, environmental, physical plant, security), and administrative departments. Additionally, **600 faculty physicians and researchers** who are affiliated with the University of Southern California (USC) primarily practice and conduct research at CHLA. CHLA operates one of the largest pediatric training programs in the U.S. with over **230 trainees** in 42 training programs (pediatric residency, clinical fellowships), and many post-graduate researchers.

ENGAGEMENT PLAN

Organizational priority and visibility. This is, at the core, a change management initiative. Effective change management requires executive sponsorship, as well as execution (including resource allocation).

- **Sponsorship:** The CEO is the active and visible sponsor. He demonstrates this with verbal and written communications with the Board of Directors, campus-wide messaging (highlighted in blog/weekly email, Town Halls, etc.), and in-person reinforcement with senior faculty and non-faculty leaders.
- **Leadership:** CHLA's participation in the Action Collaborative is driven by the Office of Diversity, Equity and Inclusion (DEI) and its Chief DEI Officer. The Chief DEI Officer is a faculty physician who reports directly to the CEO for DEI-matters and serves as the primary delegate to the Action Collaborative.
- **Resources:** Staff support is interdisciplinary, including members of the Office of DEI, the CEO's Chief of Staff, Academic Affairs, Graduate Medical Education, Human Resources and Communications.
- **Communications:** CHLA is designing an intranet site for the Office of DEI which will highlight the Action Collaborative including internal and external links to resources as well as progress updates.

Faculty support

- **Well-being:** A Faculty Wellness Officer role has been developed which will work with the Office of DEI and be informed by and amplify the work of the NASEM Action Collaborative.
- **USC Committee representation:** CHLA is represented on related committees at USC and the Keck School of Medicine at USC (KSOM) - the KSOM Dean's Center for Gender Equity in Medicine and Science and the Joint Provost/Academic Senate Task Force on Sexual Harassment and Gender Violence. This ensures a consistent line of communication between USC and CHLA, and provides a voice for CHLA-based faculty.
- **Task Force on Equity in the Workplace:** The task force, formed in March 2018, continues to advise leadership on areas of opportunity. The task force has wide-representation including division chiefs, faculty, medical residents, advanced practice providers, and administration. NASEM's 2018 report on *Climate, Culture and Consequences in Academic Sciences, Engineering and Medicine* has informed priority areas for focus. Finding inspiration in the report, it has formed three subgroups to focus on:
 - **Faculty Recruitment & Promotion Guide**
 - This guide will provide in-depth information regarding best practices in faculty pipeline development, recruitment and promotion. It will identify and recommend best practices for an inclusive culture.
 - **Men as Allies**
 - This group has demonstrated a willingness to help change the status quo through personal leadership, and action. They are well-regarded in the organization and, through active and visible leadership, are willing to align and advocate for women.

- Identifying Institutional Barriers and Blind Spots
 - This group identifies barriers and blind spots that are systemic and organization-wide. It determines necessary interventions required to ultimately change culture. Interventions may include metrics and reporting for transparency and visibility, training (see Leadership Development below), policies and practices, and more. Ideas and best practices from the NASEM Action Collaborative will likely to be incorporated and elevated.


These subgroups are additionally tasked with identifying areas relevant to the work of the Action Collaborative, and refining or implementing recommendations from the Action Collaborative.

Other initiatives

- **ERGs:** The Office of DEI plans to develop and launch Employee Resource Groups. ERGs are employee subgroups that share a common interest or purpose, serve as allies, and are strategic partners in ensuring inclusion and diversity. It is expected that ERGs will be a vehicle to communicate about and help deploy recommendations and best practices from the NASEM Action Collaborative.
- **Leadership Development:** Leadership development initiatives for various audiences are incorporating content on bias, harassment, and unhealthy power differentials. These include programs for new leaders (newly hired or promoted to management), collaborative leadership dyads (division chief and division administrator), and high potentials (both faculty and staff). Through content provided at these leadership forums, the organization is raising awards of the findings and recommendations of the Action Collaborative.
- **Academic Affairs Resource Fair:** In August 2019, the Office of DEI participated in a faculty resource fair and used the opportunity to highlight NASEM's 2018 report on *Climate, Culture and*

Consequences in Academic Sciences, Engineering and Medicine. The Office distributed a large postcard-sized (5" x 7"), heavy cardstock communication piece that describes the Action Collaborative, the four key goals of the Action Collaborative, and the Office's role for CHLA and the Action Collaborative. The reverse side of the postcard carried the iceberg infographic from NASEM's 2018 report.

Front and reverse of postcard distributed at CHLA's 2019 Academic Affairs Resource Fair



OFFICE OF DIVERSITY, EQUITY AND INCLUSION

In 2018, the National Academies of Sciences, Engineering, and Medicine (NASEM) published a report on *Sexual Harassment of Women: Climate, Culture and Consequences in Academic Sciences, Engineering and Medicine*. The report concludes that system-wide changes to the culture and climate in higher education are needed to prevent and address sexual harassment.


NASEM has joined over 40 colleges, universities, and research institutions to launch an Action Collaborative on Preventing Sexual Harassment in Higher Education. The Action Collaborative brings together leaders from academic institutions and key stakeholders to work toward targeted, collective action on addressing and preventing sexual harassment across all disciplines. The Action Collaborative has four main goals:

- Raise awareness about sexual harassment, its consequences, and the approaches for addressing and preventing it
- Share and elevate evidence-based policies and strategies for reducing and preventing sexual harassment
- Contribute to setting a shared research agenda for this work, and gather and apply research results across institutions
- Develop a standard for measuring progress toward reducing and preventing sexual harassment in higher education

CHLA is proud to be one of the twenty-eight Founding Members of the Action Collaborative, and the only pediatric hospital member of the Action Collaborative.

The Office of Diversity, Equity and Inclusion is supporting CHLA's participation in the Action Collaborative.

For more information on the Office of Diversity, Equity and Inclusion (DEI), please email ODEI@chla.usc.edu



SEXUAL HARASSMENT

UNWANTED SEXUAL ATTENTION

PUBLIC CONSCIOUSNESS

GENDER HARASSMENT

Sexual Harassment of Women: Climate, Culture, and Consequences in Academic Sciences, Engineering, and Medicine
<https://www.nationalacademies.org/sexualharassment>

The National Academies of SCIENCES ENGINEERING MEDICINE