

Year 2 Public Description of Work for  
Action Collaborative on Preventing Sexual Harassment in Higher Education

## Children's Hospital Los Angeles

### Creation of the Office of Diversity, Equity and Inclusion

**This Action Applies to Rubric Item(s):** Embedding the Values of Diversity, Inclusion, and Respect into Recruitment, Hiring, Admissions, Retention, Promotion, and Advancement

#### **Description of Work:**

##### ***Summary***

Upon the recommendation of Children's Hospital Los Angeles' (CHLA) Gender Equity Council and Racial Equity Task Force, CHLA established a formal Office of Diversity, Equity and Inclusion (DEI) led by SVP & Chief Diversity Officer reporting to the CEO. This senior-level position will work closely with the SVP & Chief People Officer. The office was developed to represent both staff and faculty under CHLA to continue the work on promoting the advancement of Women in leadership, ensure there is a resource and guidance for addressing gender bias and sexual harassment in the workplace, and advancing equity for all underrepresented communities internally through policy development, programs, and education.

##### ***Description***

Following the implementation of the Task Force on Equity in the Workplace in March 2018, a similar Racial Equity Task Force was established in 2020 with the goal of identifying areas of recommendation for the organization to continue work around racial equity. Along with key strategies that each task force has brought forward, the implementation of an Office of Diversity, Equity and Inclusion was a core component for both teams, understanding the importance of having dedicated leadership for advancing these goals.

Upon approval from the Bboard of Directors, the organization recruited for SVP & Chief Diversity Officer in 2020, and filled this position in January of 2021. The emphasis of this role within the organization maintains the following key responsibilities:

“Responsible for providing vision, leadership, and strategic direction to the workplace diversity, equity and inclusion efforts throughout CHLA. Reporting to the President and Chief Executive Officer of CHLA, the Vice President and Chief DEI Officer serves as sponsor, champion, strategic partner, advisor, thought leader, and organizational resource for instilling the values of diversity, equity

## Year 2 Public Description of Work for Action Collaborative on Preventing Sexual Harassment in Higher Education

and inclusion in alignment with organization's Mission, Vision, Values, strategic goals and priorities. Engages staff, faculty, physicians, trainees, volunteers and leadership, and utilizes internal and external resources, in order to create and enhance a workplace culture that respects, appreciates and leverages diversity, equity and inclusion for achieving high performance, quality, engagement and innovation."

As a primary member of the Executive Leadership Group, the Chief Diversity Officer oversees and proposes initiatives to educate all staff and faculty against bias, as well as address areas of concern by recommending programs that support members who come forward regarding claims of harassment, and guide members on the appropriate paths towards resolution to address concerns. Several educational seminars and initiatives have been implemented since the development of the office, with key collaboration with Human Resources partners to gain access on reporting trends and ensure our efforts are making an impact in our working and learning environment.

Addressing appropriate resources and support for the office was a first major initiative of the Chief Diversity Officer. The NASEM<sup>i</sup> report published in 2020 identifies the need for leaders to set aside adequate resources to support equity and diversity (p.126). To support the work of promoting DEI across the organization, key roles were established as part of the start-up department to include Director, Sr. Data Analytics Analyst, Program Manager and Executive Assistant. The Department also works in collaboration with Faculty members to include the Executive Director of Gender Equity, and Vice Chair of Diversity Equity, Inclusion (Department of Pediatrics) to ensure collaboration with faculty partners continue towards this effort.

In beginning the journey of advancing initiatives, a DEI Strategic Plan was put into place as a three-year approach and plan focusing on Workforce Development, Programs and Training, Health Equity, Cultural Humility and Community Partnerships. These workgroups are open to all staff and faculty and are often led by staff and/or faculty leaders with support from the office of DEI. Educational programs and workshops such as Addressing Unconscious Bias in Hiring have been implemented and required Senior Executive and Faculty leadership.

### ***Next Steps***

As the development of the Office of Diversity, Equity and Inclusion continues, further review and analysis of adequate resources in FTE and Budget is expected to ensure resources are allocated to priority areas of need within the organization. This will require collaboration with key leaders and stakeholders to capture and assess data

## Year 2 Public Description of Work for Action Collaborative on Preventing Sexual Harassment in Higher Education

across the organization regarding hiring practices, reporting and resolution of harassment claims and assessing organizational climate.

### ***Key Takeaways***

The decision to implement an Office of Diversity, Equity and inclusion is an important landmark for CHLA's commitment to building an inclusive organization. With the development of this office, ensuring adequate resources are in place to support key initiatives is key to the success of the department and overall strategy.

As research continues to show that shouldering the work of advancing DEI continues to be assumed by Women and people of color, the strategy of ensuring all executive and faculty leaders incorporate DEI initiatives within their operations is a critical component towards sustained success of DEI initiatives. Measurable goals for the successful implementation of the Office of DEI may include: Advancing women towards leadership roles and ensuring a balanced/representative leadership team; improved employee engagement scores in the areas of Belonging, especially among Women and POC, and reduced claims of harassment or reduced time to resolve claims of harassment. The work towards achieving these goals belongs to everyone in the organization, and ensuring there is a dedicated leader to reviewing these key metrics is a great place to start.

**Website for further information (if applicable):** N/A

**Point of Contact Name:** Cynthia S. Herrington, MD

**Email Address for Point of Contact:** [cherrington@chla.usc.edu](mailto:cherrington@chla.usc.edu)

## Year 2 Public Description of Work for Action Collaborative on Preventing Sexual Harassment in Higher Education

---

<sup>i</sup> National Academies of Sciences, Engineering, and Medicine. 2020. *Promising Practices for Addressing the Underrepresentation of Women in Science, Engineering, and Medicine: Opening Doors*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25585>.