

ACTION FOR CULTURAL TRANSFORMATION

Developing Strategies to Ensure Equity, Mitigate Bias and Eliminate Racism at Penn Medicine

Vision: Our vision for this initiative is to achieve a highly inclusive, innovative community in which bias is mitigated in our interactions with one another, in scientific discovery and teaching, and inpatient care.

Mission: To develop strategies to ensure equity, mitigate bias, and eliminate structural racism at Penn Medicine

Organizational Infrastructure

Action	ACT category	Timeline	Metrics
Unconscious Bias Training – Leaders – 3 months; All Penn Medicine. Employees (OID)	Education	COMPLETE	Confirm training for all leaders and employees
Pilot Unconscious Bias Training – 201 (Seminar Series Focusing on Strategies to Mitigate Bias) – Completed (OID)	Education	COMPLETE	Pilot workshop series run
Requiring training for all BGS and BPP trainees, faculty and staff in mitigation of bias, racism and discriminatory behavior (BGS/BPP)	People	COMPLETE	The metric will be the % of each community group who has completed the training. There will be follow up climate surveys to determine the impact of the training on each consistency of the community to evaluate efficacy of training and determine next step.
Fostering the Roles of Faculty Champions to Transform Departmental and Institutional Culture (OID – 5 Year Inclusion and Diversity Plan) * i. Every Clinical department appoints a Vice Chair for Inclusion, Diversity and Equity (OID, Dr. Driscoll/CPUP Board) ii. Leverage existing roles in departments to advance efforts to enhance the inclusivity of the culture e.g. Vice Chair for Faculty Development, Vice Chair for Inclusion and Diversity, Vice Chair for Professionalism, Diversity Search Advisors	Culture	COMPLETE	Develop & implement a 3-5 year strategic plan to build a culture that embraces diversity, inclusion, equity and anti-racism as core values across all missions. Enhance recruitment and retention of URM faculty, housestaff, and staff. Develop innovative strategies to reduce health disparities in patient experience and outcomes.



Organizational Infrastructure (Continued)

Action	ACT category	Timeline	Metrics
Launching Advisory Committee, charter and entity survey to get feedback on areas of priority and focus. (Lancaster General)	Culture	3 months	Creation of action plans for critical initiatives that we will focus on across LGH system. We also plan on launching a survey as a baseline. Movement against the baseline would be additional metric. Engagement survey results another one.
CPUP Board of Directors Committee on Anti-racism (CPUP)	Culture	Immediate	Identify and share best practices related to anti-racism actions and policies. Host town halls and listening tours to increase leadership's awareness of issues and identify solutions.
System for Bias Reporting with Committee to Review and Address Reports (CHEA)	Culture	3 months-(approved for health system)	Reports submitted, Track Actions taken, Ongoing volunteers for Review Committee
Forming a committee (Combatting Racial Inequity Committee) to gather data and input on how to improve the culture, inclusion and diversity for graduate students and post-docs in BGS and BPP (BGS/BPP)	Education	2-3 months	Implementation of training program and a document articulating a strategic plan for our initiatives to be shared with the community. Overall, we are shooting to improve organizational infrastructure but it should also lead to improvement in Internal Processes and Stakeholder Satisfaction.
LGBTQ and Diversity Council Merged to form a greater partnership to address racism. (Chester County)	Culture	3 months	Conduct educational training classes and formal discussion on racism. Threshold is 4 and goal is 20
Developed a Diversity and Inclusion Committee to promote a diverse and inclusive organization that supports employees, patients, and volunteers (Penn Medicine at Home)	People	COMPLETE	We hope to show improved patient experience, workforce satisfaction, and community engagement.
Expand the OID Advisory Council to include representation from the Health System; May include leaders of the new committees formed (OID)	People/Culture	COMPLETE	Expanded membership established by December 2020



Organizational Infrastructure (Continued)

Action	ACT category	Timeline	Metrics
Partnering with schools to promote building a pipeline for the hiring of minorities. (Chester County)	People	3 months	Increased number of minorities in all levels of the organization Increase partnerships with schools to promote diversity Threshold is 3, goal is 7
Build an inclusive pipeline of emerging minority leaders establishing a staff development and mentoring program. (Princeton)	People	9 months	Increasing the number of diverse employees who are poised to move into more senior roles within the organization.
Developing a PhD bootcamp for students to get advice on transitioning to graduate school (BGS/ORDT)	Education	1 month	Student use of the website generated, improved community within EE Just
Annual Meetings Between SNMA, LMSA, and Educational Leadership. (Senior Vice Dean for Medical Education)	Education	COMPLETE	<ul style="list-style-type: none"> 2X/semester meetings are scheduled Meetings will be scheduled annually in October, December, February, and April or as convenient for students
Removing race from eGFR laboratory reporting (Renal-electrolyte and Hypertension Division)	Clinical	COMPLETE	One eGFR will be reported instead of two (currently lab reports one for African American vs. non-African American patients)
Proposed annual review of inclusion and diversity balanced scorecard with the Penn Medicine Board with opportunity for feedback and input. (OID)*	Culture	Immediate	Annual review by the Penn Medicine Board with indication that the progress either exceeds, meets, or is below expectations
Diversification of the Penn Board with representation by women and underrepresented minorities. (OID)*	Culture	3 years	30% in 3 years
Establish award for department/business unit which has demonstrated improvement in its culture, increased diversification, retention of diverse faculty, staff, trainees, and learners (OID)*	Culture	COMPLETE Ongoing	First award announced at MLK Day Symposium



Organizational Infrastructure (Continued)

Action	ACT category	Timeline	Metrics
Dermatology Diversity and Community Engagement Residency training position. We are looking for applicants with proven interest and experience in community engagement, volunteerism, and mentorship of underserved populations; personal or family experience living in a medically underserved area or community; and experience in organizational leadership and advocacy.	People	COMPLETE	Resident selected
DACA Support (Senior Vice Dean for Medical Education)	Education	COMPLETE	Reaffirmation of DACA support on Admissions website, with a FAQ and How to Apply for Aid section.
Counseling for Students Impacted by Racial Trauma. (Senior Vice Dean for Medical Education)	Education	COMPLETE Ongoing	<ul style="list-style-type: none"> • Dr. Brown in CAPS is working with Dr. Albright to discuss and offer options to address this gap. • Drs. Albright and DeLisser completed training to facilitate Spaces of Color as place for UIM students to meet to discuss and process their experiences. They host a similar program for residents of color, which has been extend to UME students and occurs Wednesday evenings. • New program offerings in COBALT to address these issues. • Training will be conducted this spring for UMELT, PDI, and Advisory Deans to enhance their knowledge and competence in supporting our minority students in Transformative Conversations, a program facilitated by experts.
Restructure Medical Student Government (MSG) Operations: This action is under the purview of MSG working with SNMA, StORM and LMSA. (Senior Vice Dean for Medical Education)	Education	COMPLETE Ongoing	<ul style="list-style-type: none"> • Student-led effort within MSG to reorganize meetings and representation at meetings. • Affinity group representatives will be invited to all MSG meetings on a rotating basis. • Establish liaison positions within MSG for APAMSA. • Establish a Student Liaison within Diversity & Inclusion Student Advisory Committee (DISAC)



Internal Processes

Action	ACT category	Timeline	Metrics
After resources are collated, identify gaps and consider shared seminar series or other opportunities to address topics of relevance to MaC students (MaC)	Education	3 Months – 6 Months	# new offerings
Identify specialty-specific disparities in health outcomes and access to care to as quality goals for the department and Penn Medicine. (CPUP)	Clinical	12 months	Improve health outcomes and access to care for our local community.
Enhance the current department chair accountability dashboard developed by OID to include the addition of key metrics identified by ACT Dashboard (OID) *	People	6 months	Deliver annual dashboard to Executive Leadership
Developed database for standing faculty hired as of 7/1/18 to analyze baseline characteristics, including ancestry/gender/start up packages. (Vice Dean of Academic Affairs)	Research	Prelim analysis complete to define baseline characteristics. Will collect data longitudinally	Producing data for senior leadership and chairs; monitor trends and develop policy and programming to continue improving.
Study faculty networks-hypothesis is that networks are different based on race and gender. if this is true, the specific programming can be introduced to help people understand and leverage their networks. (Vice Dean of Academic Affairs)	Research	9 months	Completion of project
Establishing the Peer Support Network, a group of students who are trained by Counseling and Psychological Services at Penn to meet provide support to our students around research resumption and other issues faced by our students. There is a next phase of implementation where this group also looks to serve our black and other minority student community. (BGS)	People	COMPLETE	Improved wellness in our climate assessed in a climate survey
Integrate topics on inequity, including specifically race (MaC)	Education	Immediate - 6 Months	Number of syllabi changed
Review curricula to diversify article authorship (MaC)	Education	Immediate - 6 Months	Number of syllabi changed



Internal Processes (Continued)

Action	ACT category	Timeline	Metrics
Restructure the “Difficult Patient” Standardized Patient (SP) Session; Implement a Patient Bias Preparation Program for Students of Color. (Senior Vice Dean for Medical Education)	Education	COMPLETE Ongoing	This is under the purview of the curricular deans working with the appropriate course reps, and reporting to educational governance Patient bias preparation programs will be under the purview of ACT as they are necessary across the continuum of education and for faculty; the CME office will support this programming as necessary for appropriate accreditation for faculty learners.
Provide additional support for clerkship grading grieving processes to address and eliminate bias <ul style="list-style-type: none"> Developing an unbiased system of detecting racial bias in clerkship narrative grades. Working with faculty and departmental vice Chairs for Diversity to offer an additional outlet for review. (Senior Vice Dean for Medical Education) 	Education	COMPLETE Ongoing	Dr. Shea is working with two students to evaluate clerkship narratives to evaluate for racial bias. The project plan is in place and the initial organization of the materials is in progress. Dr. Bennett will work with faculty and departmental Vice Chairs for Diversity to offer an additional outlet for review of students’ grades.
Require Current Students to Read “Fatal Invention” and Permanently Embed in the MS1 Curriculum. (Senior Vice Dean for Medical Education)	Education	COMPLETE	This book was adopted for MS1 reading this summer. Dr. Roberts spoke to the MS1 students in the fall and delivered a recorded message to the MS1s to introduce the book discussion sessions for orientation. The Curriculum from Wash U has been adapted for our Orientation Week with their permission. Two book clubs (March 2021 and April 2021) for course directors to discuss Fatal Invention and how the book will continue to influence teaching at PSOM.
Create opportunities to listen to student concerns, experiences, and suggestions for change (MaC)	Education	Immediate – ongoing	Student feedback
Create a shared document for MaC programs to share resources (MaC)	Education	Immediate	Number of resources/events added



Internal Processes (Continued)

Action	ACT category	Timeline	Metrics
Restructure PSOM Curriculum and Operations to Emphasize Anti-Racist Education. (Senior Vice Dean for Medical Education)	Education	COMPLETE Ongoing	<ul style="list-style-type: none"> The next phase of curriculum review is to develop Medical Education Program Objectives. The committee began this work in Jan 2021 and we expect the project will be available for review through Summer 2021. Pre-clerkship curriculum: Mod 2 Brain and Behavior course: a new case-based session was added addressing the intersection of socioeconomic factors with medical care, and influence of bias in generating a differential diagnosis. Course directors have received guidance on best practices for presenting data that, after careful review, are considered scientifically valid and clinically important. Data should be carefully framed and placed in context, use of any older terminology should be addressed, and the self-reported nature of the data should be made clear. The use of current CDC categories for race and ethnicity are preferred. A tool kit of resources was provided to the course directors. We have asked the Curriculum office to do a curriculum map on Race, Health Disparities, and Social Justice and Advocacy in our curriculum; we will establish goals/objectives and ascertain where our gaps are, and revise our curriculum with content expertise as required. We've acquired the honorarium for an expert in race and social justice to oversee an elective in the fall. Dr. Rose identified \$6,000 for this academic year, and moving forward has committed \$5,000 annual funding to support a speaker for an enduring elective.
Establish and Strengthen Communication Guidelines for Small Group and Doctoring Preceptors. (Senior Vice Dean for Medical Education)	Education	6 months	Review guidelines and establish best practices



Internal Processes (Continued)

Action	ACT category	Timeline	Metrics
Reviewing demographics for LGH versus city to better understand diversity in our workforce (Lancaster General)	Culture	COMPLETE	Agreement from the board that D&I should be an org priority and reflected in our people goal
Focused effort to drive diversity in leadership positions. (Lancaster General)	People	9 months	We will establish a metric (e.g. Increase non-white representation in all roles within specific compensation bands by X%)- the metric will be the % we target. We monitor that % monthly. Incentives are tied to the goal.
Discussing issues such as creation of formal mentor program within IS, review of promotional practices within department, peer advocate program/creating a safe space to discuss concerns relating to race (Corporate Services)	People	6 months	Increased diversity in senior and management level IS roles Increase in employee satisfaction demonstrated by positive employee feedback Initial increase in reporting of concerns demonstrating increased level of safety to discuss
Working with the Medical Faculty Senate Executive Committee to set their work plan for the year that will feature organizational culture. (Vice Dean of Academic Affairs)	Culture	9 months	Development of initiatives to support ACT
Revise course on managing discriminatory patients with the ERASE framework was launched last year (Vice Dean of Academic Affairs)	Education	6 months	Revised course for faculty development
Affirm that the process of bias reporting for University faculty, staff and students is safe and responsive (OID)	Culture	1 month	Reliable, confidential process posted on OID website.
Independent review of Penn Dept. of Public Safety by the Quattrone Center for the Fair Administration of Justice at Penn Carey Law School (University)	Culture	COMPLETE	Results posted on University website



Internal Processes (Continued)

Action	ACT category	Timeline	Metrics
Launch new recruitment campaign drive the recruitment, retention, and engagement of diverse and skilled individuals at all organizational levels. (AMP)	People	COMPLETE	Video launched on AMP site
Stratify Annual Class Demographics by Specific Racial and Ethnic Categories (Senior Vice Dean for Medical Education)	Education	COMPLETE	<ul style="list-style-type: none"> Self-reported data has been compiled for entering classes 2016-2020, and published online for those with Pennkey access. Stratifying further will require consideration by ACT for consistency across the institution for all learners, staff and faculty.
UIM Inclusion in AOA Discussions (Senior Vice Dean for Medical Education)	Education	Active/Ongoing	<p>All students will be involved in discussions related to AOA along with other stakeholders in AOA, which include not only students, but faculty, housestaff, and alumni.</p> <p>A survey for student input was distributed, analyzed and presented to UMEC with plans to review and make a decision about AOA at Penn. Educational governance, UMELT, PDI, and the AOA Committee have representative, diverse members.</p> <p>Decisions about transparency and definitions of academic excellence will be determined by educational governance, which involves both students and faculty.</p>
Consider Reinstating Diversity Breakfast on Interview Day (Senior Vice Dean for Medical Education)	Education	COMPLETE	The plans for Interview Day were determined last year by a diverse student committee, and the decision for the breakfast was with the support of the students involved. Evaluations of last year's Interview Day was highly rated. We will review another year's evaluation and apply our continuous quality improvement process to determine any gaps that need to be addressed.



Internal Processes (Continued)

Action	ACT category	Timeline	Metrics
Request for Staff member with expertise in race and social justice (Senior Vice Dean for Medical Education)	Education	COMPLETE Ongoing	<p>We will continue to employ content experts through our PDI and curriculum affairs office.</p> <p>Dr. Palmer was engaged for the elective last fall and Dr. Lane-Fall participated in the Leadership Elective on Diversifying Leadership. Dr. Bennett was selected to be a Fellow in the AMA's consortium project in Health Systems Sciences which includes health disparities training.</p> <p>* The process to select a new faculty Director of Health Equity and Justice Curriculum & and a faculty Director of Gender and Sexuality Curriculum to work collaboratively with Curriculum and PDI is ongoing. New Directors will be announced prior to July 1.</p>
Increase Black and Latinx-owned PennMed Contracted Vendors (Senior Vice Dean for Medical Education)	Education	COMPLETE Ongoing	<p>The University is currently working on a "dashboard" and has engaged student volunteer participants to provide input.</p> <p>Updated vendors are listed here as announced on August 11, 2020</p> <p>The call for nominations for the Penn Supplier Diversity and Economic Inclusion Impact Awards closes July 30th. This award recognizes the leading actions of any individual or team that drives intentional impact in the area of supplier diversity and economic inclusion at Penn. This award program is a chance to spotlight those who are championing diversity and inclusion across campus, as well as to celebrate projects that are driving economic impact with diversity-owned businesses.</p>
Increase Number of Black, Asian, Indigenous, and Latinx Preclinical Faculty and Lecturers, Course Directors, and Advisory Deans (Senior Vice Dean for Medical Education)	Education	COMPLETE Ongoing	<ul style="list-style-type: none"> • Self-reported faculty demographics show 202+ faculty of color (African-American and Latinx) at Penn Medicine and CHOP, and these numbers continue to increase. • Members of UMELT and the Advisory Deans are intentionally diverse. All efforts are being made to engage more UIM teaching faculty to be involved in our educational programs. Students have expressed concern about the "minority tax", which also extends to our UIM faculty. • Recruitment efforts of UIM faculty are continuous and intentional. • A list of preclinical faculty lecturers with demographic information is being compiled to better inform efforts to diversify curricular faculty. • A list of UIM self-reported faculty is available in the PDI, and the PDI Deans will facilitate connections for students seeking mentors and/or for other needs.



Financial Stewardship

Action	ACT category	Timeline	Metrics
<p>Increase Financial Support for Conference Travel for UIM and FGLI Students.</p> <ul style="list-style-type: none"> Working with Development to identify funding. Students will help inform an application process and key factors to consider in awarding funding <p>(Senior Vice Dean for Medical Education)</p>	Education	COMPLETE Ongoing	<ul style="list-style-type: none"> The funding has been identified, but it is not an unlimited resource. Leadership will work with students to identify an application and selection process.
<p>Establish Grants for Health Disparities Research and/or Coursework. (Senior Vice Dean for Medical Education)</p>	Education	COMPLETE	Grants have been identified and internal funding established. No applications were received for FY21 and the process will be reevaluated for FY22 to be more encouraging for student applications.
<p>Provision of scholarship programs directed at increasing the diversity of the MaC student body (MaC)</p>	Education	12 Months	Number of dedicated scholarship programs
<p>Met with our Development team to discuss ways to raise funds for our black and underrepresented students who have unmet financial need (computers, internet access, and substantial prior debt). (BGS)</p>	People	1 year	Increased funds for students with need
<p>Work with Development to increase available funding for recruitment and retention of diverse faculty and students (OID/Development)*</p>	People	1 year	Increased available funds for all tracks as well as bridge funding
<p>Invited Speaker Fund Development: Local, Activist, and Grassroots Organization Speakers. (Senior Vice Dean for Medical Education)</p>	Education	COMPLETE Ongoing	<p>We have been supporting, and will continue to support, the following:</p> <p>Nathan Mossell lecture on Health Equity Helen O. Dickens lecture celebrating pioneering women in medicine John E. Fryer Lecture on LGBTQ Health</p> <p>Drs. Christian and DeLisser are working with Dr. Hermon Beavers from Penn's Civic House to develop an event during orientation in which the incoming students will be able to have facilitated conversations with leaders of community organizations and programs in the community about the intersections of race, class, and health engagement.</p> <p>Local, Activist, and Grassroots Organization Speakers were integrated into the "Intersections of Social Systems, Race, and Health" course.</p>



Financial Stewardship

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<p>Increase Funding Toward UIM Pipeline Programs for Philadelphia Students. (Senior Vice Dean for Medical Education)</p>	Education	COMPLETE Ongoing	<ul style="list-style-type: none"> Dr. Rose and Dr. Lewis met with Development and a donor family, and recently secured new funds. We will apply ongoing efforts for additional funding. Funds were secured to hire a dedicated program coordinator for the Education Pipeline Program (EPP). Additional donor support is currently being secured to pilot a life sciences and management track in the EPP. We are completing our 5 MOU's with 5 HBCU's to enhance our PASS program, which goes beyond the Philadelphia region We suggest that SNMA partners with the Netter Center for Community Partnerships for Philadelphia-specific programming. Dr. Christian can work with students to make these connections. Funding secured to provide administrative support to broaden and enhance pipelines with the Netter Center.
<p>Establish Grants for Health Disparities Research and/or Coursework. (Senior Vice Dean for Medical Education)</p>	Education	6 months	Secure funding for one or two MS1 students for summer project(s)
<p>Invited Speaker Fund Development: Local, Activist, and Grassroots Organization Speakers. (Senior Vice Dean for Medical Education)</p>	Education	COMPLETE Ongoing	<p>We have been supporting, and will continue to support, the following:</p> <ul style="list-style-type: none"> Sparkman lecture Mossell lecture on Health Equity Dickens lecture



Stakeholder Satisfaction

Action	ACT category	Timeline	Metrics
Assert Common Purpose Related to Commitment to Address Structural Racism at Penn Medicine, Collect Statement from Departments, Health System Units, Centers and Institutes (OIDE)	Culture	COMPLETE	Statements posted to OIDE Website
Create opportunities to listen to student concerns, experiences, and suggestions for change (MaC)	Education	Immediate – ongoing	Student feedback
Have leveraged the COBALT platform to provide resources for inclusion and diversity: 1. Launched flat content with the help of CHEA and the Cultural Psychiatry group. 2. Launched group sessions staffed by a skilled facilitator from the Cultural Psychiatry group and AMP entitled: -“Conversations about Race and Racism”. Any one in Penn Medicine can request a session -“Conversations to Reduce Racism” open for any residents and fellows. 3. Partnered with the Listening Lab to enable people to connect with support after listening to difficult stories. (Vice Dean of Academic Affairs)	Culture	COMPLETE	Level of engagement
Expanded monthly professionalism training sessions with Vice Chairs for Faculty on how to manage faculty with micro aggressions in the working and learning environments (Vice Dean of Academic Affairs)	Culture	3 months	feedback from this group on utility of sessions
Developing Peer mentoring opportunities with the Richards Society (Elizabeth White’s initiative led to this) (Richards Society, BGS and EE Just)	People	2 months	establishing mentor: student connections and outcomes on climate survey



Stakeholder Satisfaction (Continued)

Action	ACT category	Timeline	Metrics
Identified key strategy: focus on social economic challenges and the impact on black and brown communities to determine appropriate actions and support. (Princeton)	People	9 months	None given
Repeat the Diversity Engagement Survey, performed in 2015 and 2018. (OID)	Culture	Completed by Fall 2021	Complete Survey
Release an Official Statement Recognizing Racism as a Public Health Crisis. (Senior Vice Dean for Medical Education)	Education	COMPLETE	Joint statement released on July 17, 2020 Official statement of solidarity with students of Asian ancestry sent to student body on 2/25/21.
Fully fund Medical Mandarin class. (Senior Vice Dean for Medical Education)	Education	COMPLETE	Funding has been identified for a Medical Mandarin course pilot
Hold a Town Hall to Educate Students and UMELT on Asian Experiences and to Debunk the Model Minority Myth. (Senior Vice Dean for Medical Education)	Education	3 months	Town hall held

* Requires additional discussion





“The noblest question in the world is: What good may I do in it?”

-Benjamin Franklin

