

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
Restructure Medical Student Government (MSG) Operations: This action is under the purview of MSG working with SNMA, StORM and LMSA. (Vice Dean of Education)	Education	6 months	New organizational infrastructure established by all student leadership groups
Unconscious Bias Training – Leaders – 3 months; All Penn Medicine. Employees (OID)	Education	3 months, 5 months	Confirm training for all leaders and employees
Pilot Unconscious Bias Training – 201 (Seminar Series Focusing on Strategies to Mitigate Bias) – Completed (OID)	Education	Completed	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	1 year.	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	3 months	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	First meeting beginning of August, 2020	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	6 months	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. (Vice Dean of Education)	Education	Immediate	We will track our academic calendar to be sure meetings are scheduled and have taken place.
Counseling for Students Impacted by Racial Trauma. (Vice Dean of Education)	Education	3 months	Established options available and communicated to students.
Removing race from eGFR laboratory reporting (Renal-electrolyte and Hypertension Division)	Clinical	3 months	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	3 months	Development of Penn Medicine Honor Roll of Awardees – to be awarded annually at MLK Health Equity 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	Match Season	Resident selected



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	done	Improved wellness in our climate assessed in a climate survey
Request for Staff member with expertise in race and social justice: <ul style="list-style-type: none"> Curriculum map on Race, Health Disparities, and Social Justice and Advocacy Ascertain where our gaps are and revise our curriculum with content expertise as required. (Vice Dean of Education)	Education	3 months	Review of the curriculum map and re-mapping after curricular changes



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. (Vice Dean of Education)	Education	6 months	Revision of the SP case and creation of a patient bias preparation program
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. (Vice Dean of Education) 	Education	6 months	Additional support and processes, analysis of our narrative evaluations and faculty development
Restructure PSOM Curriculum and Operations to Emphasize Anti-Racist Education. (Vice Dean of Education)	Education	9-12 months; ongoing	Newly established medical school program objectives for PSOM
Require Current Students to Read “Fatal Invention” and Permanently Embed in the MS1 Curriculum. (Vice Dean of Education)	Education	Immediate	Selected by the Orientation as required reading for the incoming MS1 class.
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
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
Reviewing demographics for LGH versus city to better understand diversity in our workforce (Lancaster General)	Culture	Completed	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	6 months	Share recommendations from review



Internal Processes (Continued)

Action	ACT category	Timeline	Metrics
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.
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



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>(Vice Dean of Education)</p>	Education	6 months	Establishment of a funding pipeline and a process.
<p>Increase Funding Toward UIM Pipeline Programs for Philadelphia Students. (Vice Dean of Education)</p>	Education	6-9 months	<ul style="list-style-type: none"> Secure additional funding for pipeline programs Initiatives with MOU's with five HBCU's to develop additional PASS programs with a pipeline to medical school
<p>Establish Grants for Health Disparities Research and/or Coursework. (Vice Dean of Education)</p>	Education	6 months	Secure funding for one or two MS1 students for summer project(s)
<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



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 (OID)	Culture	3 months	Enhance score on “common purpose” in future Diversity Engagement Surveys.
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. -“Spaces of Color” will be for minority residents/fellows and will create space for healing and processing of racial trauma 3. Partnered with the Listening Lab to enable people to connect with support after listening to difficult stories. (Vice Dean of Academic Affairs)	Culture	3 months	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

* Requires additional discussion





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

-Benjamin Franklin

