ACTION FOR CULTURAL TRANSFORMATION

Strategic Plan
Penn Medicine is united as an anti-racist, equitable, diverse, and inclusive organization.
Strategic Priorities to Accomplish the ACT Vision

**Clinical**
- Quantified disparities and achieved health equity
- Equitable access to care
- Respectful environment

**Research**
- Equitable access to research funding
- Robust research on health equity
- Community as our engaged partner

**Education**
- Bias-free curricula
- Diverse student bodies
- Graduates prepared to advance equity
- Support and guidance for all students

**Community**
- Strong, sustainable relationships with community leaders
- Fair policing and security
- Partnerships with the community
- Enriched community in health and wealth

**Culture**
- Shared understanding of the vision
- Bias-free policies and practices
- Behavioral standards and policies
- Clear leadership and sufficient infrastructure and resources
- Culture of continuous learning

**People**
- Diversity at all levels
- Education, training and advancement
- Consistent expectations and fair recognition
- Staff and leader education
CULTURE

Just, equitable, diverse and inclusive culture enabled by supportive policies, practices and systems of accountability

Strategies

❖ Demonstrate shared understanding of the vision and importance of the work throughout all levels of the organization
❖ Ensure policies and practices are free from bias and promote equity and inclusion
❖ Ensure behavioral standards and policies are consistently enforced without fear of retaliation
❖ Provide clear leadership and sufficient infrastructure and resources
❖ Ensure culture of continuous learning and always address inequity and bias

Priority Initiatives for FY21

• Develop and execute a comprehensive two-way communications plan
• Execute on communications plan; revise over time, as needed
• Design forums to engage in ongoing group/team conversations about anti-racism
• Establish, prepare and enable Vice Chairs and Leadership Councils to drive inclusion and diversity at the system and local level; including central line of sight to all initiatives
• Establish and support affinity groups
• System for Bias Reporting with committee to review and address reports (JDI)
• Independent review of Penn Dept. of Public Safety by the Quattrone Center for the Fair Administration of Justice at Penn Carey Law School (JDI)
• Assert Common Purpose related to ACT commitment (JDI)
• Establish a CPUP Board of Directors committee on anti-racism (JDI)
• Propose annual review of inclusion and diversity scorecard with the Penn Medicine Board (JDI)
• Ensure that Penn Medicine’s commitment to diversity and equity is reflected in the Penn Board (JDI)
• Expand the OID Advisory Council to include representation from the Health System (JDI)
**Strategies**

- Drive for diversity of employees and leaders at all levels and in all roles that reflect the diversity of our community
- Develop and support underrepresented minority staff and leaders in their growth, development and advancement
- Set consistent expectations; ensure accountability and fair recognition
- Advancement opportunities that are equitably available to all employees
- Educate staff and leaders at all levels equipping them with necessary skills and language to understand and address bias

**Priority Initiatives for FY21**

- Review hiring and promotion processes and job criteria for bias
- Analyze impact of promoting anti-racism principles in employee relations outcomes
- Work with Development to increase available funding for faculty and student recruitment and retention initiatives that promote inclusion, diversity and equity (JDI)
- Expand unconscious bias training to all levels and explore periodic refresh (JDI)
- Leverage COBALT platform to provide resources for inclusion and diversity (JDI)
- Revise course on managing discriminatory patients with the ERASE framework (JDI)
- Expanded monthly professionalism training sessions with Vice Chairs for Diversity and other leadership roles on how to manage faculty with micro aggressions (JDI)
- Creation of six (6) new presidential professorships (JDI)
CLINICAL CARE
Provide all patients with equitable care and outstanding experience

Priority Initiatives for FY21

- Expand access to primary care and ambulatory care (Mercy acquisition)
- Health equity dashboard for monitoring COVID-19 hospitalizations and vaccine deployment
- eGFR removed as race corrective clinical factor (JDI)
- Identify specialty-specific disparities in health outcomes and access to care to as quality goals for the department and Penn Medicine (JDI)

Strategies

- Identify and quantify disparities due to race-based bias in clinical care and patient experiences
- Ensure that patients receive care in an environment that feels reflective of them and respectful
- Ensure that all community members have equitable access to care
RESEARCH

Advance research on health equity and topics associated with bias and structural racism research

Strategies

❖ Ensure there is equitable access to research funding and support
❖ Create a robust cadre of URM research faculty and research activities focused on equity
❖ Engage the community as our partner for research

Priority Initiatives for FY21

• Establish plan to hire faculty across academic ranks in clusters with a commitment to research in areas impacting BIPOC from basic to clinical research
• Develop database for standing faculty demographics (JDI)
EDUCATION
Train and develop all learners and teachers across the continuum to address bias in education, scientific discovery, and health care delivery

Priority Initiatives for FY21

- Increase available funding for faculty and student recruitment and retention initiatives that promote diversity and equity. (JDI)
- Restructure the “difficult patient” standardized patient (SP) session; implement a patient bias preparation program for students (JDI)
- Affirm that the process of bias reporting for University faculty, staff and students is safe and responsive (JDI)

Strategies

❖ Commitment to formal curricula that is free of bias
❖ Ensure that the student populations in our programs reflect the diversity of our community
❖ Prepare graduates to address bias and advance equity in their professional work
❖ Provide the support and guidance for all students throughout their education
COMMUNITY
Support creation of a just, equitable, diverse and inclusive community

Strategies
❖ Build strong, sustainable relationships with community leaders
❖ Ensure the creation and practice of fair and unbiased policies and practices of campus police, security, and local police
❖ Create and sustain partnerships with the community to strengthen science and health education
❖ Strive to enrich the community through Penn Medicine’s work and presence

Priority Initiatives for FY21
• Provide input into the ongoing review of campus police
• Further invest in the community through job creation, wealth building opportunities and mortgage programs targeted towards Black and Latinx
• Independent review of Penn Dept. of Public Safety by the Quattrone Center for the Fair Administration of Justice at Penn Carey Law School (JDI)
• Invest in primary school education (JDI)
**Team Members**
PSOM & UPHS represented
- **13**

**Volunteer**
focus group facilitators
- **170**

**Steering Committee**
members
- **6**

**Recommended**
actions and initiatives
- **160**

**Over 5,500 voices heard**
- **122** focus groups
- **631** survey responses
- **1,750** focus group participants
- **3,200** community dialogue participants

**8 key insights**
from data gathering
informed roadmap priorities

**64** *Just Do Its*
across UPHS, PSOM and entities

*As of Dec. 11, 2020*
Our Immediate Initiatives

FY’21 initiatives meet the following criteria:

Penn Medicine Team Goal
• Initiative supports achieving a FY’21 Penn Medicine Team Goal

System-wide Just Do It*
• Just Do It underway that will impact the organization at the broadest level – Penn Medicine, UPHS, PSOM

Just Do It Enabler
• Initiative that will further enable or enhance JDI outcomes at the Penn Medicine, UPHS or PSOM level

Foundational
• Establishes the foundation for longer term change at Penn Medicine

*TJust Do It is an action committed to, and underway, that is important as first steps in building a more inclusive community