



ACTION FOR CULTURAL TRANSFORMATION

Strategic Plan









ACT Mission, Vision and Values



Strategic Priorities to Accomplish the ACT Vision



 <h2>Clinical</h2> <ul style="list-style-type: none"> • Quantified disparities and achieved health equity • Equitable access to care • Respectful environment 	 <h2>Research</h2> <ul style="list-style-type: none"> • Equitable access to research funding • Robust research on health equity • Community as our engaged partner 	 <h2>Education</h2> <ul style="list-style-type: none"> • Bias-free curricula • Diverse student bodies • Graduates prepared to advance equity • Support and guidance for all students 	 <h2>Community</h2> <ul style="list-style-type: none"> • Strong, sustainable relationships with community leaders • Fair policing and security • Partnerships with the community • Enriched community in health and wealth
 <h2>Culture</h2> <ul style="list-style-type: none"> • Shared understanding of the vision • Bias-free policies and practices 		<ul style="list-style-type: none"> • Behavioral standards and policies 	<ul style="list-style-type: none"> • Clear leadership and sufficient infrastructure and resources • Culture of continuous learning
 <h2>People</h2> <ul style="list-style-type: none"> • Diversity at all levels • Education, training and advancement 		<ul style="list-style-type: none"> • Consistent expectations and fair recognition 	<ul style="list-style-type: none"> • Staff and leader education



PEOPLE

Drive recruitment, engagement, development and retention of diverse and skilled individuals in all roles at all levels

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)



CULTURE

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

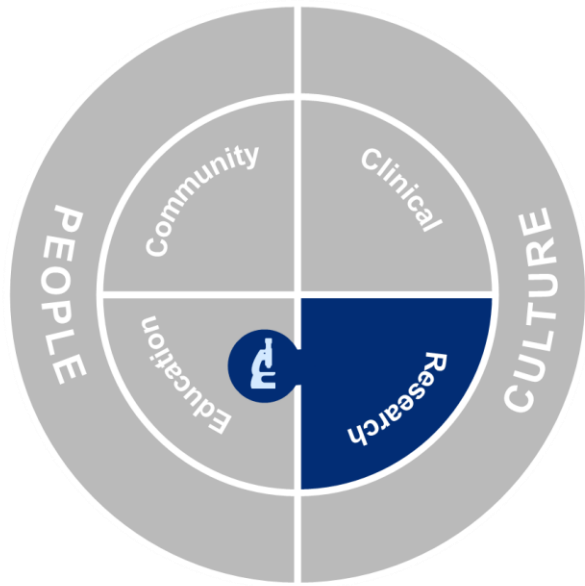
Strategies

- ❖ Demonstrate shared understanding of the vision and importance of the work from senior leaders to the front line
- ❖ 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 a comprehensive communications plan emphasizing commitment to change and executive support
- 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
- 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)





RESEARCH

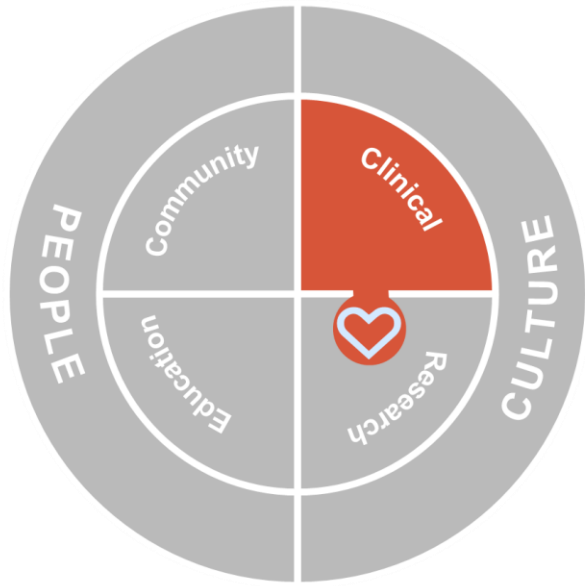
Advance research on health equity and topics associated with bias and structural racism research

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)



CLINICAL CARE

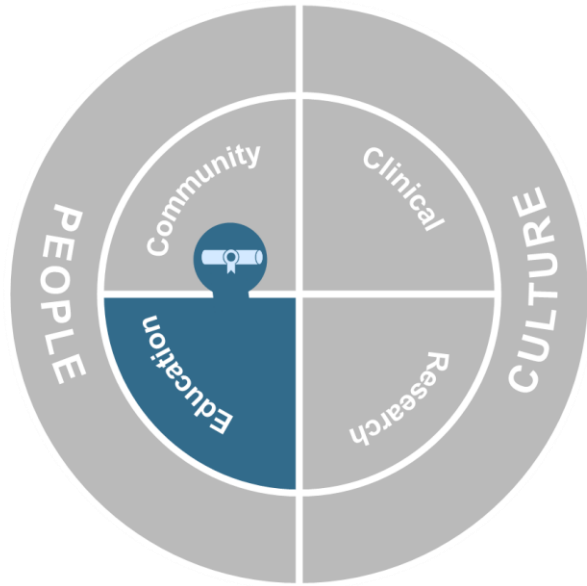
Provide all patients with equitable care and outstanding experience

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

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)



EDUCATION

Train and develop all learners and teachers across the continuum to address bias in education, scientific discovery, and health care delivery

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

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)

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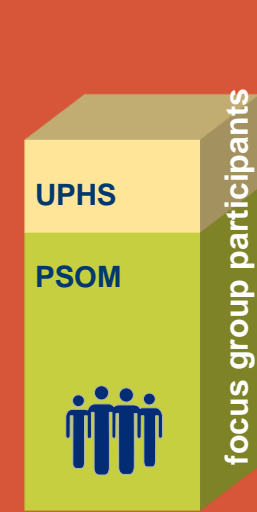
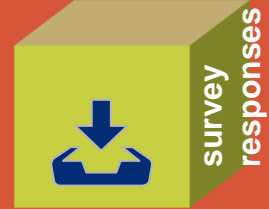
 **13** Team Members
PSOM & UPHS represented

170 Volunteer
focus group facilitators 

 **6** Steering Committee
members



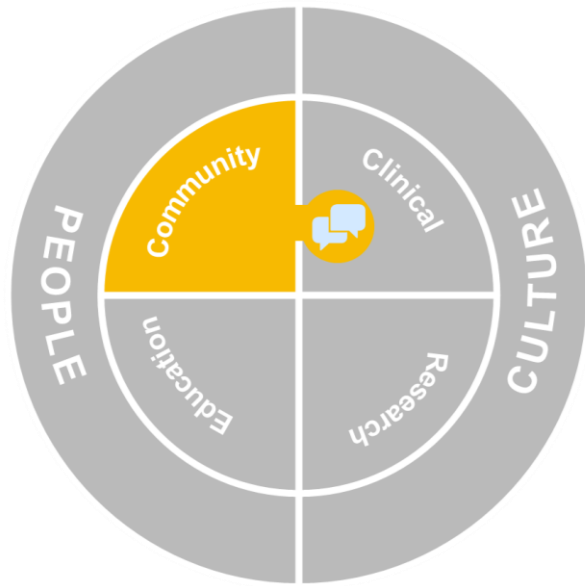
over **5,500** voices heard



 **160** recommended
actions and initiatives

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

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



COMMUNITY

Support creation of a just, equitable, diverse and inclusive community

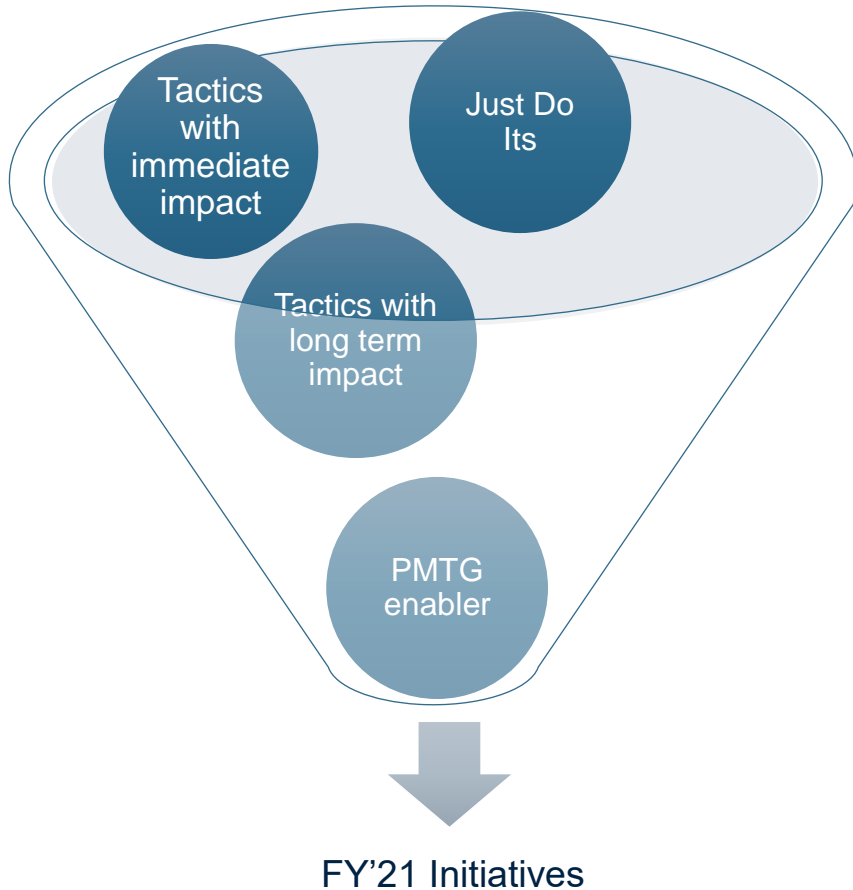
Strategies

- ❖ 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)

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

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

