Welcome to the
Action for Cultural Transformation
Inclusion, Diversity, and Equity Summit

September 23, 2022
**Key Insights**

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

**Team Members**
- 13 Team Members
- PSOM & UPHS represented

**Volunteer**
- 170 Volunteer focus group facilitators

**Steering Committee**
- 6 Steering Committee members

**Recommended Actions and Initiatives**
- 160 recommended actions and initiatives

**8 Key Insights from Data Gathering**
- Informed roadmap priorities

**64 Just Do Its**
- Across UPHS, PSOM and entities

*As of Dec. 11, 2020*
Action for Cultural Transformation: A Whole Scale Change

VISION
Penn Medicine is united as an anti-racist, equitable, diverse, and inclusive organization

MISSION
Eliminating structural injustice across Penn Medicine and the communities we serve

VALUES
Respect  Cultural Humility  Empathy  Equity  Accountability

STRATEGIC PRIORITIES
Culture
- Communications
- Designing Forums
- Vice Chairs / D&I Councils
- Affinity Groups

People
- Hiring Processes
- Employee Relations

Clinical
- Health Equity Certificate
- Reporting and Addressing Discriminatory Behavior

Research
- Cluster Hiring

Education
- Student Support and Advocacy

Community
- Community Infrastructure
A Continuous Journey of Transformation

2020
- Engaged over 5,500 voices in the strategic planning process
- Identified 71 Just Do Its
- Developed strategic roadmap and ACT governance and infrastructure

2021
- Engaged 44,000 employees, students, faculty, and trainees in unconscious bias education
- Completed 76% of Just Do Its
- Deployed 11 priority initiative teams

2022
- Finalized all 11 priority initiative recommendations
- Saw an increase in ‘Respect’ on Diversity Engagement Survey
- Evolving our infrastructure—mobilizing groups throughout Penn Medicine
“I feel that Action for Cultural Transformation (ACT) is initiating change in my institution.”
Make Good Trouble…and A.C.T.

David A. Acosta, MD
Chief Diversity and Inclusion Officer, AAMC

Family medicine physician

Provides strategic vision and leadership for the AAMC’s diversity and inclusion activities across the medical education community

Leads the AAMC’s Equity, Diversity, and Inclusion unit
ACT/IDE Initiative Highlights
ACT/IDE Highlights

Chalanda Evans
Assistant Director, Accelerate Health Equity
Senior Innovation Manager, Penn Medicine Center for Health Care Innovation
LIFT EVERY VOICE IS AN ANONYMOUS DIGITAL PLATFORM THAT LEVERAGES THE POWER OF STORIES TO:

1. Capture experiences and observations of racism
2. Spark conversation
3. Catalyze anti-racist action and policy change from leaders
KEY INSIGHTS

1. Differential treatment of staff by leadership

2. Patient pain often not believed, especially related to sickle cell

3. White and Black patients same behavior, expedited care vs. security
HOW DOES IT WORK?

STEP 1
Staff submits stories to platform

STEP 2
Stories are reviewed, illustrated, and posted

STEP 3
Departmental leaders regularly review submissions and implement action plan
Thank you!
Questions?
Chalanda.Evans@pennmedicine.upenn.edu
ACT/IDE Highlights

Phillip Ramautar
Social Worker, Chester County Hospital

Designing Forums Initiative
System Purpose: To equip and share progress as a system around the ACT strategy, unite, educate, engage at a system level.

Entity Purpose: Entity specific DEI leadership and advisory work to meet local needs. Entity DEI Leadership shares knowledge and resources to align and reduce duplicative efforts across the system.

Team Purpose: To equip leaders and teams with tools and resources to build DEI capability and practice.

Individual Purpose: To engage, educate, and equip individuals to practice inclusion, equity and diversity behaviors and values. Leverage existing forums to further educate and embed DEI behaviors and practices.

Different Forums at each level of the organization to enable engagement, awareness, communication of progress, education.
DEI Initiatives Status

**System**
- Assigned and/or required of all at the system level
- Health System Required Education: Unconscious Bias
- Future: Micro Aggressions
- Cultural Humility
- Health System Required Education: Safety Event Reporting (Racism TBD)
- PMX Standards: New! Cultural Humility
- Town Halls
- New Employee Orientation

**Entity**
- Assigned and/or required of all at the entity level
- New Employee Orientation
- Managing at Penn Medicine & Focus Series
- Feedback Rich Environments: Values & Differences
- DEI Groups and Town Halls

**Team**
- Manager lead forums
- 1:1 Meetings
- Huddles/Team Meetings
- Leadership Pathway: Driving Anti-racism for Cultural Transformation
- Manager emails and flyers/posters

**Individual**
- Optional at the individual level
- LinkedIn Learning
- Entity DEI Forums
- Health Equity eLearning Inclusive Language Guide
- Lunch with Leaders
- Penn Medicine Book Club
- LGBTQ eLearning Modules
  - Responding to Discriminatory Patients

- **Completed work**
- **In Progress**
ACT/IDE Highlights

Mary Mullins, PhD
Professor, Vice Chair, Dept. of Cell and Developmental Biology
Chair, Developmental, Stem Cell, and Regenerative Biology graduate program

Power Committee Initiative
ACT Research Pillar: Penn Opportunity to Widen Empowerment and Recruitment – POWER faculty searches

Co-leads: Raina Merchant and Mary Mullins

- Goal to hire outstanding UR minoritized Assistant and Associate professors to diversify our faculty and to increase research in health equities
- $1.5M endowed Presidential Professorship positions from PSOM
- 6 endowed positions: 2 in Health Equities, 4 in Basic Sciences
## Presidential Professorship POWER Searches

### Health Equities POWER search committee

<table>
<thead>
<tr>
<th>Committee Members</th>
<th>Basic Science POWER search committee</th>
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<tbody>
<tr>
<td><strong>Chair</strong></td>
<td><strong>Chair</strong></td>
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<tr>
<td>Raina Merchant, MD, MSHP</td>
<td>Mary Mullins, PhD</td>
</tr>
<tr>
<td>Associate Vice President and Director, Center for Digital Health</td>
<td>Professor and Vice Chair, Department of Cell and Developmental Biology</td>
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<tr>
<td>Professor, Department of Emergency Medicine</td>
<td>Assistant Dean for Junior Faculty Advancement</td>
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<tr>
<td><strong>Members</strong></td>
<td><strong>Members</strong></td>
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<tr>
<td>Jaya Aysola, MD, DTMH, MPH</td>
<td>Donita C. Brady, PhD</td>
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<tr>
<td>Assistant Dean for Inclusion and Diversity, Office of Inclusion and Diversity</td>
<td>Presidential Professor of Cancer Biology</td>
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<tr>
<td>Assistant Professor of Medicine</td>
<td>Assistant Dean for Inclusion, Diversity, and Equity in Research Training</td>
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<tr>
<td>Carmen E. Guerra, MD, MSCE</td>
<td>Roberto Dominguez, PhD</td>
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<tr>
<td>Ruth C. and Raymond G. Perelman Associate Professor of Medicine</td>
<td>William Maul Measey Presidential Professor of Physiology</td>
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<tr>
<td>Vice Chair of Diversity and Inclusion, Department of Medicine</td>
<td>James P. Guevara, MD, MPH</td>
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<tr>
<td>Associate Director of Diversity and Outreach, Abramson Cancer Center</td>
<td>Professor of Pediatrics and Epidemiology</td>
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<tr>
<td>Elizabeth A. Howell, MD, MPP</td>
<td>Senior Diversity Search Advisor, PSOM</td>
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<td>Harrison McCreas Dickson, MD President's Distinguished Professor</td>
<td>Kellie Ann Jurado, PhD</td>
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<tr>
<td>Chair, Department of Obstetrics and Gynecology</td>
<td>Presidential Assistant Professor, Department of Microbiology</td>
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<tr>
<td>Christina Roberto, PhD</td>
<td>Roy H. Hamilton, MD, MS</td>
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<tr>
<td>Mitchell J. Blutt and Margot Krody Blutt Presidential Assistant Professor</td>
<td>Assistant Dean for Cultural Affairs and Diversity</td>
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<tr>
<td>Associate Professor of Medical Ethics and Health Policy</td>
<td>Associate Professor of Neurology and Vice Chair of Diversity and Inclusion</td>
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<tr>
<td>Enrique F. Schisterman, PhD, MA</td>
<td>Kristen W. Lynch, PhD</td>
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<tr>
<td>Chair, Department of Biostatistics, Epidemiology and Informatics</td>
<td>Benjamin Rush Professor of Biochemistry</td>
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<tr>
<td>Richard C. Wender, MD</td>
<td>Chair, Department of Biochemistry and Biophysics</td>
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<tr>
<td>Chair, Department of Family Medicine and Community Health</td>
<td>Avery D. Posey, PhD</td>
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<tr>
<td>Rachel M. Werner, MD, PhD</td>
<td>Assistant Professor of Systems Pharmacology and Translational Therapeutics</td>
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<td>Executive Director, Leonard Davis Institute of Health Economics</td>
<td>Staff</td>
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<tr>
<td>Robert D. Eilers Professor in Health Care Management and Economics</td>
<td>Anita Ortiz</td>
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<tr>
<td>Professor of Medicine</td>
<td>Manager, Academic Administration</td>
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Outcomes

- Search advertisement encompassed all basic science disciplines or health equities
- >400 applications-- included both research and diversity statements
- 33 applicants ranked outstanding in science and in diversity, equity, and inclusion commitment, were recommended to basic science department chairs for interviews
- 14 interviews conducted in 5 departments
- 5 accepted offers, 4 awarded PSOM Presidential Professorships
- Health Equities search: 1 accepted offer and awarded PSOM Presidential Professorship, 1 in recruitment
Outcomes

- Natali Chanaday Ricagni*, Physiology
- Kahlilia Morris-Blanco*, Cell and Developmental Biology
- Damaris Lorenzo*, Cell and Developmental Biology
- Timothy Machado*, Neuroscience
- Robert Bowman, Cancer Biology
- Deanna Wilson*, Family Medicine

*Presidential Professor
ACT/IDE Panel

James Morales
DEI Chair, Pennsylvania Hospital

Suzanne Rose, MD
Senior Vice Dean of Medical Education, PSOM

Jennifer Termaat
Director Talent Acquisition and Placement

Rich Wender, MD
Executive Director of Penn Center for Public Health

Abike James, MD
Vice Chair Diversity, Inclusion and Equity Department of Obstetrics and Gynecology
What opportunities do you see for the continued collaboration and advancement of ACT/IDE?
What ideas do you have for the Spring Summit, e.g., speakers, topics, objectives, etc.?
Coordinating and Harmonizing Penn Medicine’s IDE Initiatives

- Entity IDE Events, e.g., PAH DEI Summit
- Spring ACT/IDE Event
Thank You for Making this Possible!

**Summit Speakers**
- Dr. David Acosta
- Phillip Ramautar
- Chalanda Evans
- Mary Mullins, PhD
- James Morales
- Dr. Suzanne Rose
- Jennifer Termaat
- Dr. Rich Wender
- Dr. Abike James

**Vice Chair DEI Council Initiative**
- Dr. Roy Hamilton
- Kenya Pitt

**Event Design and Execution**
- Kya Hertz
- Corrie Fahl
- Chris Barba
- Nicole Fullerton

**ACT Pillar Leaders**
- Deirdre Francis
- Dr. Emma Meagher
- Dr. Suzanne Rose
- Dr. Lisa Bellini
- Dr. Jaya Aysola
- Dr. Pallavi Kumar
- Dr. Rich Wender
- Alice Yoder
- Mary Mullins, PhD
- Dr. Rachel Werner
Appendix
Strategic Pillars

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

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

Clinical
- Provide all patients with equitable care and outstanding experience

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

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

Community
- Support creation of a just, equitable, diverse and inclusive community
# ACT Select Accomplishments

**Clinical Pillar:** Piloted Health Equity Improvement Collaborative Learning Program

**Community Pillar:** Developed concrete suggestions for increased community health across all the communities touched by the enterprise, including a proposed Vice President for Community Health position

**Culture Pillar:** Reviewed existing forums and recommended new approaches including today's summit

**Culture Pillar:** Analyzed current communications infrastructure and recommended improved methods for communications

**Education Pillar:** Launched IDEAL Med

**People Pillar:** Launched Project Vital Advantage

**Research Pillar:** Launched Cluster hiring initiative and secured funding for Presidential Professorships