“Injustice anywhere is a threat to justice everywhere.”

MARTIN LUTHER KING JR.
“Education is the most powerful weapon which you can use to change the world.”

NELSON MANDELA
LETTER FROM THE DEAN AND VICE DEAN

While the year 2021 presented us with ongoing challenges, Penn Medicine and the Perelman School of Medicine continued to make progress in their critical mission areas of education, research, and clinical care. Neither the seemingly unending Covid pandemic, nor the persistence of racial injustice and hatred in our society have diverted our attention away from creating equal access, opportunity and outcomes for our student, educator, research, and patient communities alike.

Our ongoing quest for excellence is evidenced by the opening of our state-of-the-art patient-centric pavilion, our #1 ranking among top hospitals in Pennsylvania by U.S. News & World Report, #4 ranking among the top STEM schools for women by Forbes, and 7 well-established Anchor Programs to sustain and support of quest for inclusion, diversity, and equity.

This is the first full year we report progress as the Office of Inclusion, Diversity and Equity – OIDE – to better reflect our mission of uniting Penn Medicine through our Action for Cultural Transformation (ACT). This report will quantify the progress of our Anchor Programs and highlight several initiatives borne out of ACT, each designed to promote equity in specific areas of the enterprise.

One such initiative is Project Vital Advantage, which focuses squarely on the people that make up Penn Medicine – our vital advantage – and the retention and promotion of diverse and underrepresented talent into executive roles. Another initiative supports equitable healthcare by bringing Penn Medicine closer to, and into the communities it serves – beyond the walls of the hospital.

The common thread throughout our work is to foster collaboration and encourage diverse perspectives and voices, engaging with all members of our organization to truly create an inclusive and just community.

We are thankful for your interest in and engagement with our mission and welcome your thoughts and ideas at oid@mail.med.upenn.edu

J. Larry Jameson, MD, PhD
Executive Vice President, University of Pennsylvania for the Health System, and Dean, Perelman School of Medicine

Eve J. Higginbotham, SM, MD, ML
Vice Dean for Inclusion, Diversity and Equity
Senior Fellow, Leonard Davis Institute, and Professor of Ophthalmology
OFFICE OF INCLUSION, DIVERSITY AND EQUITY: OIDE

OIDE MISSION
To strengthen the quality of education, and to produce innovative research and models of healthcare delivery by fostering a vibrant inclusive environment and fully embracing diversity.

OIDE GOALS
Recruit outstanding talent >
Broad representation of unique perspectives and voices >

Retain a diverse community >
Equitable platform for integrating these perspectives into institutional strategies >

Reaffirm inclusivity >
Affirm their impact on education, research, and health care delivery >

OIDE DOMAINS
To promote a robust and sustainable infrastructure, our initiatives are divided into four domains:

This rubric is our fundamental framework to ensure leading indicators are firmly in place so that lagging indicators can be optimized.
DEVELOPING STRATEGIES TO ENSURE EQUITY, MITIGATE BIAS, AND ELIMINATE RACISM AT PENN MEDICINE.

To maximize resources and integrate our actions and impacts across the enterprise, OIDE extended its sphere of influence to Penn Medicine as a whole (Perelman School of Medicine and the distributed University of Pennsylvania Health System). ACT – Action for Cultural Transformation – was launched in the summer of 2020 as the mechanism through which we are able to gather input from diverse voices in our community, develop strategies, and implement initiatives to eliminate structural racism.

MISSION: To eliminate structural injustice across Penn Medicine and the communities we serve.
VISION: Penn Medicine is united as an anti-racist, equitable, diverse, and inclusive organization.
VALUES: Respect, Cultural Humility, Empathy, Equity, and Accountability.

ACT HIGH-LEVEL FRAMEWORK FOR CULTURAL TRANSFORMATION

OIDE hosted two town hall meetings to initiate community-wide conversations about racism, followed by panel discussions and direct submissions in the form of ‘Just Do Its’. In all, over 5,500 voices offered recommendations, which were aggregated into six categories to inform the strategic priorities. These categories are the pillars on which the ACT framework rests: Culture, People, Community, Clinical, Education, and Research.

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

PEOPLE Pillar
Diversity at all levels
Education, training, and advancement
Consistent expectations and fair recognition
Staff and leader education

CLINICAL CARE Pillar
Quantified disparities and achieved health equity
Equitable access to care
Respectful environment

RESEARCH Pillar
Equitable access to research funding
Robust research on health equity
Community as our engaged partner

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

COMMUNITY Pillar
Strong, sustainable relationship with community leaders
Fair policing and security
Partnerships with the community
Enriched community in health and wealth
CULTURAL TRANSFORMATION IN ACTION

OVER 5,500 VOICES GENERATED
232 RECOMMENDATIONS AND ‘JUST DO IT’S’
TO FUEL CULTURAL TRANSFORMATION ACROSS THE ENTERPRISE.

13 Team members from Perelman School of Medicine and UPHS
170 Volunteer focus group facilitators
6 Steering committee members

160 recommended actions and initiatives
8 key insights from data gathering informed roadmap priorities
64 ‘Just Do Its’

122 Focus groups
631 Survey responses
1,750 Focus group participants
3,200 Community dialogue participants

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”

BARACK OBAMA
The Balanced Scorecard represents the four OIDE domains – Organizational Capacity, Internal Processes, Financial Stewardship, and Stakeholder Satisfaction – with an overlay of select ACT actions, pillars and metrics that are owned by OIDE and its anchor programs.

<table>
<thead>
<tr>
<th>Action</th>
<th>Pillar</th>
<th>Timeline</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANIZATIONAL CAPACITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System for bias reporting, review, action (CHEA)</td>
<td>Culture</td>
<td>Milestone</td>
<td>Reports submitted; volunteers for review committee; track action</td>
</tr>
<tr>
<td>Unconscious Bias Training (3 months) – leaders, all Penn Medicine</td>
<td>Education</td>
<td>Completed</td>
<td>Confirmed training for all</td>
</tr>
<tr>
<td>employees (OIDE)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish department/business award for improvement in culture, diversity (OIDE)</td>
<td>Culture</td>
<td>Completed</td>
<td>Honor roll, annual award during MLK Symposium</td>
</tr>
<tr>
<td><strong>INTERNAL PROCESSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affirm that confidential bias reporting process is safe and responsive</td>
<td>Culture</td>
<td>1 Month</td>
<td>Reliable, confidential process posted on OIDE website</td>
</tr>
<tr>
<td>for faculty, staff, and students (OIDE)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance department chair accountability dashboard to include key</td>
<td>People</td>
<td>Completed</td>
<td>Deliver dashboard to executive leadership</td>
</tr>
<tr>
<td>metrics (OIDE)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launch new campaign to drive recruitment, retention, and engagement</td>
<td>People</td>
<td>Completed</td>
<td>Video on AMP website</td>
</tr>
<tr>
<td>of diverse, skilled individuals (AMP)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FINANCIAL STEWARDSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with Development to increase funding for recruitment and</td>
<td>People</td>
<td>Key Milestone</td>
<td>Increased available funds for all tracks as well as bridge funding</td>
</tr>
<tr>
<td>retention of diverse faculty and students (OIDE/Development)</td>
<td></td>
<td>Achieved</td>
<td></td>
</tr>
<tr>
<td><strong>STAKEHOLDER SATISFACTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assert “Common Purpose” and collect statements on structural racism</td>
<td>Culture</td>
<td>Completed</td>
<td>Enhance score on “Common Purpose” in future Diversity Engagement surveys</td>
</tr>
<tr>
<td>from departments, Health System units, Centers, and Institutes (OIDE)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repeat Diversity Engagement survey per 2015 and 2018 (OIDE)</td>
<td>Culture</td>
<td>Completed</td>
<td>Complete survey</td>
</tr>
</tbody>
</table>
Action for Cultural Transformation is a framework powered by people - their energy, creativity, and conviction will bring the change that we seek in our systems and organization. Here, you will meet a few of our exceptional and visionary leaders, each bringing their own expertise and passion to bear on building the equitable enterprise of the future.

DWaine DucketT, CHRO PENN MEDICINE

Appointed Chief Human Resources Officer for Penn Medicine in 2020, Dwaine Ducket was born and raised in the Germantown section of Philadelphia. “Growing up as a black/Latino kid with dyslexia”, said Dwaine, “I was very lucky to have been given the opportunity to spread my wings educationally, attend Brandeis University, study abroad, and ultimately receive a Sloan Fellowship at Carnegie Mellon University.”

His career gravitated toward human resources, eventually landing him at the University of California system. “George Floyd’s murder happened almost simultaneously to my arrival at Penn,” he said. “We needed to respond as an institution, and as human beings. So, I connected with Eve (Vice Dean Higginbotham) to help raise awareness of structural racism and help create an infrastructure – ACT – through which to achieve equity at Penn Medicine.”

“I leverage my experience with massive, heavily matrixed organizations, as well as my life experiences and reality as a person of color.”

- DWaine DucketT

Dwaine strongly believes that Penn must be on the right side of eliminating residual racism as a first step on the path to equity. “Borrowing from the ACT infrastructure,” he said, “and together with a core group of collaborators, we were able to launch Project Vital Advantage. Penn has expensive buildings and equipment, but people are our vital advantage – and that includes people of color. And today we’re in a newly emerging, hyper-competitive market for talent, especially for minority and diverse talent. Since July 2020, 62 faculty of color have left Penn Medicine. The pandemic, the great resignation, and other factors may have contributed to this unusually high attrition rate, but clearly we need to invite new talent, hone our retention efforts, and elevate the talent we have on board today into management and executive ranks.”

Through Project Vital Advantage and other initiatives, his vision is to help build a high-reliability organization for all stakeholders and all the communities it serves. “If we get [recruitment, retention, and affirmation] right for hard-to-find, underrepresented minorities, we can’t help but get it right for everyone,” he concluded.
ALICE YODER, RN, MSN, AND RICH WENDER, MD

Alice Yoder and Rich Wender’s collaboration can best be expressed through a Venn diagram – they overlap fully in their passionate belief that equitable health care should be for, with, and within the communities they serve; they diverge only in terms of geography and demographics. Alice, a native of Queens, NY, went on to earn her BSN and MSN and landed at Lancaster General Hospital nearly 25 years ago, advancing from cardiac rehabilitation nurse to Executive Director of Community Health – serving a community in which Latinx is the largest minority group. Rich stayed closer to home, graduating from the Perelman School of Medicine, and after a professorship and chairmanship at Jefferson and cancer control leadership at the American Cancer Society, was appointed Chair of the Family Medicine and Community Health Department at his alma mater – which reaches into the primarily black communities of Southwest and West Philadelphia.

Having spent their careers in family medicine and community health, Alice and Rich share a vision of Penn Medicine engaging with its communities to create solutions together, bridge disparities, and strive for equitable outcomes – not just within the walls of the hospital. “Health care should never be a ‘one-size-fits-all’ proposition,” said Rich, “especially for disadvantaged communities.”

“The ACT framework makes community work sustainable, not episodic.”

- ALICE YODER

They saw the launch of ACT as an important opportunity. “ACT provided the structures and metrics to start conversations, develop strategies, and put the wheels into motion,” said Rich. Guided by the findings of the 2019 Community Health Needs Assessment and the resulting Improvement Plan, they put forth a proposal to create a dedicated team and structure. “We saw a lot of great initiatives, but they were not coordinated,” said Alice. “We need to eliminate redundancies and plug the holes, work together across Penn Medicine campuses, and, in the short-term, perhaps apply a disproportionately large number of resources to solve the problem.”

Alice is looking forward to measuring patient-level and community-level care and assessing evidence of responsiveness through the team’s work and solutions. “You can’t fix what you can’t measure,” she said. At the same time, Rich sees opportunities in engaging directly with employees. “The work being done represents them; they are the community, and I would like each of them to be proud of being a Penn employee.” Meanwhile, both have their eyes firmly fixed on the prize: achieving health equity across the Penn Medicine system.
**OID E EFFECTIVENESS – 2021 SNAPSHOT**

**FUNDRAISING**
Key to the success and sustainability of ACT initiatives, Penn Medicine Development and Alumni Relations have created a special Fundraising Task Force to help advance Inclusion, Diversity, and Equity (IDE) initiatives across Penn Medicine. FY’21 accomplishments include:

- Secured more than $6,200,000 in new commitments to support IDE priorities
- Secured major gifts, including $1M to endow the Helen O. Dickens Professorship and $1M to endow the Elaine Redding Brinster Prize in Science or Medicine for high school students from under-resourced communities
- Engaged with the PSOM alumni community and collaborated with Penn Medicine Black Alumni Society (PMBAS) to support black students, alumni, and physician-leaders.

**EXPANDED ADVISORY COUNCIL**
The OIDE Advisory Council has been expanded in FY’21 to include greater representation across the distributed health system, including Lancaster General Hospital. Presentations to council about diversity initiatives at Lancaster, Chester, and Princeton have furthered collaboration between locations and have served to unify the Penn Medicine community.

**VICE CHAIRS FOR FACULTY AFFAIRS/FACULTY DEVELOPMENT**
The position of Vice Chair for Faculty Affairs/Faculty Development has been established in most clinical departments, and will work in close coordination with OIDE on issues relating to faculty recruitment, mentoring, development, and retention.

**UNCONSCIOUS BIAS WORKSHOPS**
Unconscious bias training was one of the most important first steps of ACT. Beginning in the summer of 2020, Dean Jameson mandated that all staff, faculty, residents, students, and post-docs undergo Unconscious Bias training. By the end of the fiscal year, the medical school and health system combined reached 96.6% compliance, out of a total of 45,554.

**STAKEHOLDER SATISFACTION**
A closely-watched metric is the annual Medical School Graduation Questionnaire (MSGQ) as it tracks student satisfaction. In the 2021 survey, 53.2% of PSOM graduates – compared to only 39.1% nationally – strongly agreed with the statement “Overall, I am satisfied with the quality of my medical education.”

“I was raised to believe that excellence is the best deterrent to racism or sexism.” — OPRAH WINFREY
INTERNAL PROCESS - FACULTY DIVERSITY

As minority and underserved communities continue to be disproportionately affected by the COVID-19 pandemic, health disparities and inequities are put in stark relief. This cements OIDE’s commitment to recruiting and retaining a diverse faculty to promote health equity in the communities we care for and serve.

The Perelman School of Medicine has four full-time faculty tracks, currently totaling 2,914: Tenure 20%, Clinician-Educator 32%, Research 6%, and Academic Clinician 42% [October 2021]. In FY’21, the Fulltime Faculty has increased 58% since FY’10. Underrepresented Minority (URM) faculty increased to 7.1% (205) (June 30, 2021) from 5.2% (94) (June 30, 2010). Women faculty increased to 43.5% (1,253) (June 30, 2021) from 31.5% (574) (June 30, 2010).

OIDE maintains a database of female and URM (Underrepresented in Medicine) candidates for faculty searches, as well as performing custom searches upon request. This initiative provides critical support to the DSA (Diversity Search Advisors) program in the faculty search process, assisting departments in diversifying their applicant pool. In FY’21, OIDE delivered 23 lists for specific faculty search requests, compared to 13 in FY’20 – a 76% increase.

PERCENT STANDING FACULTY BY characteristic

“When we’re talking about diversity, it’s not a box to check. It is a reality that should be deeply felt and held and valued by all of us.”

Standing Faculty Source: Faculty Appointment Database (FADS), Office of Academic Affairs, Perelman School of Medicine, July 2021.
ORGANIZATIONAL CAPACITY

Both OIDEs Anchor Programs and PSOM Milestone programs serve to support and enrich our “pipeline” of minority and underrepresented learners and faculty candidates as we continue our trajectory toward health equity.

Anchor Programs

OIDE actively supports and tracks the progress of its faculty-led Anchor Programs to institutionalize diversity and inclusion across Penn Medicine:

AMP: Alliance of Minority Physicians
CHEA: Center for Health Equity Advancement
FOCUS: FOCUS on Health and Leadership for Women
LGBT Health: Penn Medicine Program for LGBT Health
PEER: Program for Health Equity in Education and Research
PGG: Penn Center for Global Genomics and Health Equity
Penn PROMOTES: Penn PROMOTES Research on Sex and Gender in Health

Milestone Programs

During the past year, input from a broad range of PSOM learners, from undergraduate medical students to biomedical graduate students and postdocs, drove home the need for an integrated structure that could leverage existing PSOM resources and experiences to promote inclusion, diversity, and equity across academic medicine. As a result, a new organizational structure was established: the Inclusion, Diversity, Equity, and Learner Experience Program – IDEAL XP.

IDEAL XP will be co-led by Horace DeLisser, MD, Associate Dean for Diversity and Inclusion in Undergraduate Medical Education (IDEAL MED in support of UME and MaC students), and Donita Brady, PhD, Assistant Dean for Inclusion, Diversity, and Equity in Research Training (IDEAL Research supporting BGS students and postdocs), in coordination with Suzanne Rose, MD, MSEd, Senior Vice Dean for Medical Education, and Eve Higginbotham, SM, MD, ML, Vice Dean, OIDE.

AWSM: Association of Women Student MD-PhDs
BGS: Biomedical Graduate Studies
BPP: Biomedical Postdoctoral Programs
GME: Graduate Medical Education
UME: Undergraduate Medical Education Program for Diversity and Inclusion
ORGANIZATIONAL CAPACITY — ANCHOR PROGRAMS

AMP - ALLIANCE OF MINORITY PHYSICIANS
Iris Reyes, MD, and George Dalembert, MD, MSHP
AMP is a supportive “family” consisting of faculty, staff, and learners who are underrepresented in medicine (UIM), focused on supporting the next generation of leaders in medicine.

- Recruitment: launched “Meet the Family” sessions to introduce AMP applicants to the Penn/CHOP community; was active at Latino Medical Student Association (LMSA) and Student National Medical Association (SNMA) conferences; created new AMP recruitment video
- Professional Development: fielded a redesigned longitudinal curriculum; hosted the inaugural Black History Month Symposium
- Penn/CHOP initiatives: held AMP focus group for OIDEs Action for Cultural Transformation.

CHEA - CENTER FOR HEALTH EQUITY ADVANCEMENT
Jaya Aysola, MD
CHEA goal is to move Penn Medicine toward being an anti-racist and equitable system both in the learning environment and patient/family care delivery.

- Implemented equity dashboards to monitor equity in COVID patient outcomes and vaccine administration and uptake
- Supported point-of-care social needs screening and launched response team in partnership with HUP Social Work
- Facilitated over 70 ACT input conversations on race and racism across the enterprise, and helped operationalize ACT strategies in People and Clinical categories
- Hosted the fifth Annual Health Equity Week.

FOCUS – FOCUS ON HEALTH AND LEADERSHIP FOR WOMEN
Stephanie Abbuhl, MD
FOCUS is designed to support the recruitment, retention, advancement, and leadership of women faculty, and to promote women’s health research.

- Facilitated FOCUS chats among faculty peers and offered inspirational lunchtime FOCUS seminars open to all departments
- FOCUS Leadership Series seminars and 4-session Career Evolution Series workshops to promote strategic career decisions and professional success
- FOCUS Section for Women Residents and Fellows offered career advancement networking and mentoring sessions
- Hosted 25th Annual Fall Conference, the sole day-long networking and professional development event for PSOM women.

LGBTQ HEALTH
Rebecca Hirsh, MD, and Judd Flesch, MD
LGBTQ Health works to develop an LGBTQ Clinical Center for excellent primary care

- Facilitated connection of 300+ patients with primary or specialty care
- Facilitated a virtual LGBTQ mentor program, fostering relationships between students, residents/fellows, and faculty
- Collaborated with PDI to develop guidelines for trans and gender-diverse students
- Hosted quarterly meetings of Gender Affirming Care Providers at Penn Medicine across specialties and entities.

70+
CHEA-facilitated
ACT input
conversations

25
FOCUS Chats in 2020
20-80 faculty in each

300+
LGBTQ patients to primary and specialty care at Penn Medicine
ORGANIZATIONAL CAPACITY — ANCHOR PROGRAMS

PEER – PROGRAM FOR HEALTH EQUITY AND RESEARCH
Judith McKenzie, MD, MPH
PEER supports junior faculty in connecting with the School Committee on Appointments and Promotion (COAP) and Academic Clinician Track administration.
- During the pandemic, PEER continued to offer small group presentations and support via Faculty Connect.

PGG – PENN CENTER FOR GLOBAL GENOMICS AND HEALTH EQUITY
Sarah Tishkoff, PhD
PGG promotes health equity through global genomics research, education, outreach, policy, and practice.
- With funding from Genentech, PGG supported two fellowships to help train scientists from communities that are underrepresented in biomedical research
- PGG and America Physician Scientist Association (APSA-VSRP) awarded summer student internships of $1,000.00 each to 5 recipients in 2020 and 2021
- PGG, in collaborations with the University of the Southern Caribbean, presented a virtual workshop entitled Introduction to Applied Bioinformatics in Research to 589 attendees
- Received tentative funding from the Pennsylvania Department of Health for research into Risk Factors for COVID-19 Incidence & Outcomes in Philadelphia’s Black Community - $3,635,052 through 2025.

PENN PROMOTES – RESEARCH ON SEX AND GENDER IN HEALTH
Maria Oquendo, MD, and Courtney Schreiber, MD
Penn PROMOTES is a virtual interdisciplinary center that aims to broaden the consideration of sex and gender variables in disease prevalence, phenomenology, and treatment
- BIRCWH (Building Interdisciplinary Research Careers in Women’s Health) scholars Jennifer Lewey MD, MPH, conducted research on weight loss intervention during the postpartum period, and Melanie Kornides, ScD, MPH, MS, BSN, utilized big data to investigate concerns about COVID misinformation and vaccination
- Held monthly virtual didactic sessions, staged a virtual “Sex as a Biological Variable Intensive” seminar, and submitted the K12 application for renewed BIRCWH funding.

“Diversity is being invited to the party; inclusion is being asked to dance.”

VERNA MYERS
ORGANIZATIONAL CAPACITY – MILESTONE PROGRAMS

From undergraduates, to graduates and Postdocs, Perelman Milestone programs serve to nurture and support diverse learners and scholars as they prepare to lead academic medicine into an equitable future. IDEAL MED leverages and directs resources at Perelman to promote and support a diverse medical student body, support student-led cultural affinity groups, foster the emotional wellness of all students, encourage student participation in community health programs, and advance equity initiatives across the student body.

UME – UNDERGRADUATE MEDICAL EDUCATION

Undergraduate Pipeline Programs:
- The Johnson Scholars Program is a collaboration between Perelman, the Makuu Black Cultural Center, and La Casa Latina to increase the number of underrepresented students in medical school
- Penn Access Summer Scholars (PASS) Program (June-July) brings undergraduate students from groups that are underrepresented in medicine to Perelman for mentored research and pre-professional enrichment
- Support of Cultural Affinity Groups and Marginalized Students: IDEAL MED supports over 12 student-led cultural affinity groups
- Student Involvement in Community Health and Engagement: IDEAL MED supports 14 student-led clinics or programs that provide clinical care and services to the local community
- Curriculum Initiatives: A new elective 10-session course on race in medicine for 2nd year medical students.

GME – GRADUATE MEDICAL EDUCATION

- 17 disciplines have adopted a UIM-focused Visiting Clerkship program
- Spring 2021, 57 UIM students matched into residency programs – an all-time high
- Alliance of Minority Physicians (AMP) hosted 10 evening “Meet the Family” virtual sessions for UIM applicants.

IDEAL Research supports the biomedical graduate and postdoctoral science communities at Penn to mitigate the challenges faced by black and underrepresented community members, and to affect change in our immediate sphere of influence. Importantly, IDEAL Research extended its reach to recruit underrepresented undergraduate students into the programs through the Summer Undergraduate Internship Program (SUIP) and PennPREP (Post-Baccalaureate Research Education Program).

BGS – BIOMEDICAL GRADUATE STUDIES

Admission of underrepresented students (UR) into biomedical PhD programs shows significant progress year-over-year.

BPP – BIOMEDICAL POSTDOCTORAL PROGRAMS

FY’21 demographic highlights

26% of all students recruited into PhD programs in the last 5 years are UR
OIDE SCHOLARSHIP AND KNOWLEDGE SHARING

OIDE continued to build awareness for its mission to drive inclusion and diversity at Penn Medicine, as well as share its research findings and practical knowledge with other organizations, professionals, and proponents of change.

THE ANNUAL MARTIN LUTHER KING, JR. HEALTH EQUITY SYMPOSIUM

OIDE hosts and stages the annual symposium at the Perelman School of Medicine for a growing audience: 2020 = 187 attendees; 2021 = 346 attendees

Sharing Our Learning Through Scholarship

Due to the ongoing COVID-19 pandemic, OIDE did not physically attend any conferences in FY’21. Three presentations were accepted and carried out virtually as part of the Association of American Medical Colleges (AAMC), Group on Diversity and Inclusion (GDI) conference in the spring of 2021:

Fahl, Corrinne; Alexis, Dominique; Aysola, Jaya; Xu, Chang; Thomas, Rosemary; Hertz, Kya; Flesch, Judd; Hirsh, Rebecca; Higginbotham, Eve

Measuring Progress in Gender and Sexual Orientation using the DES.
Poster, AAMC Group on Diversity and Inclusion Annual Meeting, May 2021.

Fahl, Corrinne; Alexis, Dominique; Aysola, Jaya; Higginbotham, Eve.

Diversity Report Cards: Creating Systems of Measurement, Tracking, and Accountability.

Hertz, Kya; Fahl, Corrinne; Higginbotham, Eve.

Building a Cross Institutional Anti-Racism Plan in a Pandemic: Process and Outcome.
Concurrent Session. AAMC Group on Diversity and Inclusion Annual Meeting, May 2021.

PUBLICATIONS


Misrepresenting Race – The Role of Medical Schools in Propagating Physician Bias.

Aysola J, Xu C, Huo H, Werner RM.

The Relationships Between Patient Experience and Quality and Utilization of Primary Care Services.

Alexis DA, Kearney MD, Williams JC, Xu C, Higginbotham EJ, Aysola J.

Assessment of Perceptions of Professionalism Among Faculty, Trainees, Staff, and Students in a Large University-Based Health System.
JAMA Netw Open. 2020 Nov 2;3(11):e2021452.

Gordon EKB, Clapp JT, Heins SJ, Gaulton TG, Lane-Fall MB, Aysola J, Baranov DY, Fleisher LA.

The Role of the Interview in Residency Selection: A Mixed-Methods Study.
LEADERSHIP AND STAFF

Eve J. Higginbotham, SM, MD, ML
Vice Dean for Inclusion, Diversity and Equity
Senior Fellow, LDI Institute;
Professor of Ophthalmology

Kya Hertz CDP®
Assistant Director, OIDE

Jaya Aysola, MD, MPH
Executive Director, Center for Health Equity Advancement;
Assistant Professor, Department of Medicine and Pediatrics;
Assistant Dean of Inclusion Diversity and Equity for PSOM

Corrinne Fahl, MEd
Assistant Director, OIDE

Karen Grasse, MS, MPhil
Associate Director, Faculty Affairs and Professional Development, PSOM

“Do the best you can until you know better. Then when you know better, do better.”

MAYA ANGELOU
**2020-2021 EXPANDED ADVISORY COUNCIL**

**Jaya Aysola, MD, MPH**  
Executive Director, Center for Health Equity Advancement;  
Assistant Professor, Department of Medicine and Pediatrics;  
Assistant Dean of Inclusion, Diversity and Equity for the Perelman School of Medicine

**Arberetta Bowles, MS**  
Executive Director of the Office Academic Affairs

**Donita Brady, PhD**  
Harrison McCrea Dickson, M.D. and Clifford C. Baker, M.D.  
Presidential Professor of Cancer Biology;  
Assistant Dean for Inclusion, Diversity, and Equity (IDE) in Research Training

**Maja Bucan, PhD**  
Professor of Genetics;  
Director, Biomedical Postdoctoral Programs (BPP)

**Paris Butler, MD, MPH**  
Assistant Professor, Division of Plastic Surgery;  
Director of UIM Affairs, GME Office;  
Plastic Surgery Clerkship Director

**Horace Delisser, MD**  
Associate Professor, Department of Medicine;  
Associate Dean for Diversity and Inclusion;  
Diversity Search Advisor, Department of Medicine

**Jack Drummond**  
Director of Equity, Diversity, Inclusion, and Multicultural Student Engagement

**Dwaine Duckett**  
Senior Vice President and Chief Human Resources Officer of UPHS

**Corrinne Fahl, MEd**  
Assistant Director,  
Office of Inclusion, Diversity and Equity

**Judd Flesch, MD**  
Assistant Professor of Clinical Medicine;  
Associate Program Director, Internal Medicine Residency Program;  
Associate Director, Program for LGBT Health

**Karen Grasse, MS, MPhil**  
Associate Director, Faculty Affairs and Professional Development Perelman School of Medicine

**Cherise Hamblin, MD**  
Associate Director, OBGYN  
Family & Maternity Medicine;  
Co-chair, Diversity & Inclusion Advisory Committee at Lancaster General Hospital

**Roy Hamilton, MD**  
Associate Professor of Neurology;  
Associate Professor of Neurology in Physical Medicine and Rehabilitation;  
Vice Chair of Diversity and Inclusion, Department of Neurology  
Assistant Dean of Diversity and Inclusion

**Kya Hertz, CDP®**  
Assistant Director,  
Office of Inclusion, Diversity and Equity

**Rebecca Hirsch, MD**  
Assistant Professor of Clinical Medicine;  
Direction of Inpatient Oncology Services;  
Associate Director, Program for LGBT Health

**Kelly Jordan-Sciutto, PhD**  
Chair and Professor of Pathology, Penn Dental Medicine;  
Associate Dean for Graduate Education;  
Director of Biomedical Graduate Studies

**Maria Oquendo, MD, PhD**  
Chair, Department of Psychiatry;  
Ruth Meltzer Professor of Psychiatry;  
Co-Director, Penn PROMOTES

**Aimee Payne, MD, PhD**  
Professor of Dermatology;  
Director of the Clinical Autoimmunity Center of Excellence

**Iris Reyes, MD**  
Associate Professor of Clinical Emergency Medicine;  
Advisory Dean;  
Founding Director of the Alliance of Minority Physicians

**Courtney Schreiber, MD, MPH**  
Stuart and Emily B.H. Mudd Professor in Human Behavior and Reproduction, Department of Obstetrics and Gynecology;  
Co-Director, Penn PROMOTES

**Sarah A. Tishkoff, PhD**  
David and Lyn Silfen University Professor of Genetics and Biology;  
Director, Penn Center for Global Genomics & Health Equity
UPCOMING EVENTS

April 4 – April 9, 2022  Health Equity Week
April 5, 2022  “The Skin You’re In” – Film by Dr. Tom LaVeist
April 7, 2022  Microaggression Workshop – Dr. Brian Gittens
July 30 – August 8, 2022  National Medical Association Conference
September, 2022  Women in Medicine Month

For updated information, please visit https://www.med.upenn.edu/inclusion-and-diversity/

“There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they’re falling in.”

DESMOND TUTU