

Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Familiarize yourself with BlueJeans
2. Check your name- update first and last if incorrect
 - 1 in the picture
3. Visit the chat window
 - 2 in the picture
4. Visit the question & answers window
 - 3 in the picture

BlueJeans Participant Screen

Attendee View

(David Lee)

Entry banner alerts Attendee that nobody will be able to see or hear them.

Event title → Sales Kickoff

Speaker Volume →

Mute Speaker →

Full Screen →

Exit the event

Main (roster) view 1

Chat w/ everyone 2

Chat w/ Moderator

Questions & Answers 3

Expand side navigation (display Presenter roster)

Settings (choose which speaker to use)

Slider bar – drag to change the size of video and content

Lunch with Leaders LIVECast

ACT Strategic Roadmap: Next Steps for Addressing Racism and Equity at Penn Medicine

January 28, 2021



1 Nursing contact hour awarded.

Penn Medicine Nursing is an approved provider of continuing nursing education by the Pennsylvania State Nurses Association, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation. Approval # 124-3-H-15.

Virtual Meeting Norms

Actively participate to make this engaging! You have several opportunities:

- Respond to all polls using your phone.
- Ask the facilitator questions in the **Q&A window** unless directed otherwise.
- Share your experience, add a comment, or ask for clarification using the **Chat feature**. A moderator will monitor the chat.

Welcome to Lunch with Leaders

- ▶ Welcome
- ▶ What is *Lunch with Leaders*?

The screenshot shows the Penn Medicine UPHS COVID-19 Learning website. The header includes the Penn Medicine logo and a search bar. A left sidebar lists navigation options: Curricula for Clinicians, Treatment and Testing Guidelines, Infection Control and PPE, Quick References, Telemedicine, Switchboard (PennKey protected), Pennchart Education, and Patient and Family Communication. The main content area is titled 'Lead Strong' and features a welcome message to Penn Medicine leaders, emphasizing support during unprecedented times. It includes the 'LEAD STRONG' logo, which consists of two interlocking circles, one orange and one blue. Below the message, there is a section for 'Lunch with Leaders' with a call to action to join live on Thursdays at noon.

Penn Medicine

UPHS COVID-19 Learning

Search Our Site...

Curricula for Clinicians

Treatment and Testing Guidelines

Infection Control and PPE

Quick References

Telemedicine

Switchboard (PennKey protected)

Pennchart Education

Patient and Family Communication

Lead Strong

As a Penn Medicine leader, we truly appreciate all you are doing to navigate these unprecedented times. Whether leading teams on the front lines or adapting to the new virtual environment, each and every one of you have stepped up like never before.

This site is designed to provide ideas and best practices around leading yourself and your team during adversity. Remember that there is a potential for leadership at all levels. Now is the time to take action and make a difference. Use these resources plus your own creativity to design new ways to lead in tough times, great times and everything in between.

LEAD STRONG

Lunch with Leaders

We are leading in a time of transformation. "Lunch with Leaders" is a one-hour, virtual leadership development series which Penn Medicine leaders can connect and share practical tips for leading effectively. **Please join us live, Thursdays at noon! BYOL –bring your own lunch!**

What's in the Mail?

What did you enjoy about the last session?

Who ordered the helicopter? That was incredible! I got teary when he mentioned but turned hysterical when Bob V. called it out in the comments and wrote #pennproud.

It was so great!!

Emma Foley

Senior Executive Director,
Communications and External Affairs,
Penn Medicine Development

"I loved hearing directly from Kevin in what felt like an intimate setting."

One colleague told me that session stayed with her for several days. His message about it's not enough to be "not racist", **he is "anti-racist."** That really resonated with them.

"Provide more time - felt like it was just getting started"



This was the best one yet.

Kevin is an amazing leader- very open and honest, candid and empathetic. Cindy is incredibly effective in helping leaders to understand and articulate themselves, and together they communicated a very powerful message that helped to inspire and connect hundreds of leaders across Penn.

Anonymous comments from the evaluation survey



What's New: The COVID-19 Vaccine

Penn Medicine Academy • Building an Agile Culture

Having a Conversation with Your Team About the COVID-19 Vaccine

Purpose: Use this job aid to facilitate a conversation with your team members about the COVID-19 vaccine.

Goal: Effectively address staff questions, concerns and barriers in order to support individual decision making using evidence-based information and enable vaccinations across Penn Medicine.

COVID-19 vaccination
Ensuring the health and well-being of all who come through our doors—patients, visitors and employees—remains our core mission. Since the start of the pandemic, our employees have been on the frontlines, caring for COVID-19 patients in our hospitals, ambulatory practices and home care services. Getting the COVID-19 vaccine is another important way to help ensure we can all continue to contribute to the health and well-being of our community and live.

We know that many are eager to receive the invitation to be vaccinated is right for them. Although the COVID-19 vaccine is not mandatory, we want to provide managers with guidance to engage in vaccine conversations, make informed decisions about whether to be vaccinated at this time, effectively address staff questions, concerns and barriers, support their decisions and enable vaccinations across Penn Medicine.

Having a supportive conversation about the COVID-19 vaccine
Starting the conversation
Meet with your staff to ask if they have any questions about the COVID-19 vaccine. Remind them that vaccination is still voluntary. Let them know that you are vaccinated. Both the Pfizer and Moderna vaccines have been shown to be effective in preventing severe illness due to COVID-19. Your conversation can be helpful in addressing concerns and offering educational resources.

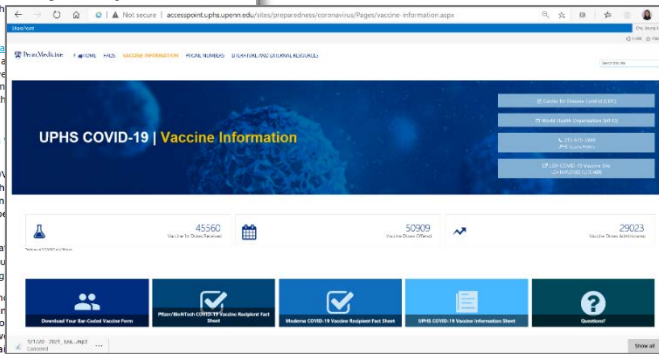
Addressing concerns and offering educational resources
You could start by saying, "Because we are concerned about your safety, we would like for you to consider being vaccinated. You should schedule your COVID-19 vaccine. How can I best support you during this process?"

Consider these examples of how you might respond to questions and concerns:

What you might hear: I'm worried I'll get sick from, or have a reaction to, the vaccine.
What you might say: The COVID-19 vaccine does not include any of the live virus that causes COVID-19, and based on the clinical trial data, most of the reported side effects of these vaccines are mild or moderate, resolving within a few days. Reactions like soreness at the injection site, fatigue and fever are common. They are a sign that the body's immune response to protect against COVID-19 has begun. To lessen the side effects, you can take Tylenol.

What you might hear: I never received the email to schedule an appointment, or I need help scheduling my appointment.
What you might say: Let's check your email and search for the subject line of the notification email, which reads: "Action Needed: COVID-19 Vaccine Available to Self-Schedule". You will need to download and print your barcoded vaccine consent form for your appointment. Or you can go to the intranet and select COVID Vaccination Form and enter your name and password. You will see a barcoded consent form that you can download and that

Vaccine Hesitancy Job Aid



Vaccine Information Website

The Vaccine Experience in the Black and Brown Community Town Hall Jan 15, 2021

[Click here](#) to watch the recording



2021 MARTIN LUTHER KING JR. HEALTH EQUITY SYMPOSIUM

**"The History and Future of Race,
Health and Justice."**

RESCHEDULED DATE

FEBRUARY 3, 2021

12:00 - 1:30 PM

KEYNOTE SPEAKER



DOROTHY ROBERTS, JD

PENN INTEGRATES KNOWLEDGE PROFESSOR
AND GEORGE A. WEISS UNIVERSITY PROFESSOR
OF LAW & SOCIOLOGY AT THE UNIVERSITY OF
PENNSYLVANIA

WE WILL ALSO BE ANNOUNCING THE RECIPIENT OF THE VERY FIRST
"CHAMPION IN INCLUSION, DIVERSITY AND EQUITY AWARD"

For more information :

www.med.upenn.edu/inclusion-and-diversity

VIRTUAL MARTIN LUTHER KING JR. HEALTH EQUITY SYMPOSIUM

DATE: FEBRUARY 3, 2021

TIME: 12:00 – 1:30 PM

REGISTRATION NOW OPEN

[https://www.eventbrite.com/e/2021-
martin-luther-king-jr-health-equity-
symposium-tickets-132281013071](https://www.eventbrite.com/e/2021-martin-luther-king-jr-health-equity-symposium-tickets-132281013071)



Penn Medicine
Office of Inclusion and Diversity



Penn Medicine

Today's Objectives

- ▶ Learn more about Action for Cultural Transformation (ACT) Roadmap
- ▶ Hear powerful stories from our leaders as they share their personal experiences and insights on racism and equity
- ▶ Get an update on how we are doing on the Unconscious Bias training goal
- ▶ Understand the COVID-19 vaccination of Penn Medicine employees
- ▶ Connect with others and share ideas on how we can eliminate racism, mitigate bias and build equity at Penn Medicine and in our community.

Participate in Poll Everywhere

#1



#2 What emotions are you feeling today?

Lunch with Leaders Guests



Dwaine Duckett

SVP, Chief Human
Resources Officer, UPHS



Eve Higginbotham, SM, MD, ML

Vice Dean for Inclusion and
Diversity, Perelman School of
Medicine



Judith McKenzie, MD, MPH

Division Chief, Residency
Program Director, Division of
Occupational Medicine



Lea Rubini

Director, Change
Management, PMA



What emotions are you feeling today?

 **13** Team Members
PSOM & UPHS represented

170 Volunteer
focus group facilitators 

 **6** Steering Committee
members



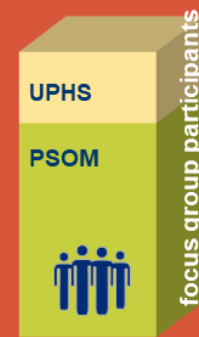
over **5,500** voices heard



122



631



1,750



3,200

 **160** recommended
actions and initiatives

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

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

ACT Mission, Vision and Values



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



Short Term Initiatives: Jan. 2021 – Jun. 2021



People

- 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 diversity and equity ***
- *Expand unconscious bias training to all levels and explore periodic refresh ***
- *Leverage COBALT platform to provide resources for inclusion and diversity ***
- *Revise course on managing discriminatory patients with the ERASE framework ***
- *Expanded monthly professionalism training sessions with Vice Chairs for Diversity and other leadership roles on how to manage faculty with micro aggressions ***
- *Creation of six (6) new presidential professorships ***



Culture

- 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 ***
- *Independent review of Penn Dept. of Public Safety by the Quattrone Center for the Fair Administration of Justice at Penn Carey Law School ***
- *Assert Common Purpose related to ACT commitment ***
- *Establish a CPUP Board of Directors committee on anti-racism ***
- *Propose annual review of inclusion and diversity scorecard with the Penn Medicine Board ***
- *Ensure that Penn Medicine's commitment to diversity and equity is reflected in the Penn Board ***
- *Expand the OID Advisory Council to include representation from the Health System***

Short Term Initiatives: Jan. 2021 – Jun. 2021



Community

- 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***
- *Invest in primary school education***



Education

- *Increase available funding for recruitment and retention of diverse faculty and student ***
- *Restructure the “difficult patient” standardized patient (SP) session; implement a patient bias preparation program for students of color***
- *Review/revise admissions policies and process for bias***
- *Affirm that the process of bias reporting for University faculty, staff and students is safe and responsive***



Research

- 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 demographic***



Clinical

- Expand access to primary care and ambulatory care (Mercy acquisition)
- *eGFR removed as race corrective clinical factor***
- *Identify specialty-specific disparities in health outcomes and access to care to as quality goals for the department and Penn Medicine***

Launching the ACT Strategic Plan

Jan & Feb

1

organize

- Establish workgroups and plan work
- Develop communication materials

Feb thru Apr

2

mobilize

- Managers cascade communication materials
- Workgroups carry out work

Feb thru Dec

3

energize

- Measure progress
- Communicate updates on progress
- Deploy outputs of workgroups

Ongoing: Unconscious Bias Training



Mandatory Unconscious Bias Training Update

Goal: All Penn Medicine faculty, staff and students complete Unconscious Bias training by April 1, 2021.

- ▶ Conducted 40 virtual synchronous leadership sessions in 2020.
- ▶ On 12/1, introduced a self paced course in KnowledgeLink for all faculty, staff and students to complete the training.
- ▶ As of 1/27, Penn Medicine has 33% (17,325) of employees trained.

Penn Medicine Team Goal Performance Metrics:

- Threshold: 80% of all Penn Medicine faculty, students and staff
- Target: 85%
- High Performance: 90%

Leadership Training Statistics as of January 27

(Note: numbers may be 24-48 hours behind current status in KnowledgeLink)

	Total Trained		Total Not Enrolled (or incomplete)		Total To Be Trained	
	17,325		35,613		52,938	
	Trained		Not Enrolled		Total to Be Trained	
PSOM/UNIV	5139	42.9%	6847	57.1%	11986	100.0%
UPHS	12186	29.8%	28766	70.2%	40952	100.0%
CCA	432	33.7%	850	66.3%	1282	100.0%
CCH	819	31.9%	1749	68.1%	2568	100.0%
CORP	807	37.7%	1334	62.3%	2141	100.0%
CPUP	1712	37.3%	2878	62.7%	4590	100.0%
GSPP	360	33.8%	704	66.2%	1064	100.0%
HCHS	300	22.7%	1021	77.3%	1321	100.0%
HUP	1794	22.7%	6109	77.3%	7903	100.0%
LGH	3345	29.1%	8150	70.9%	11495	100.0%
PAH	634	21.7%	2288	78.3%	2922	100.0%
PMPH	1264	43.2%	1661	56.8%	2925	100.0%
PPMC	715	26.3%	2008	73.7%	2723	100.0%
Total	17325	32.7%	35613	67.3%	52938	100.0%



Leadership Actions to Affect Change

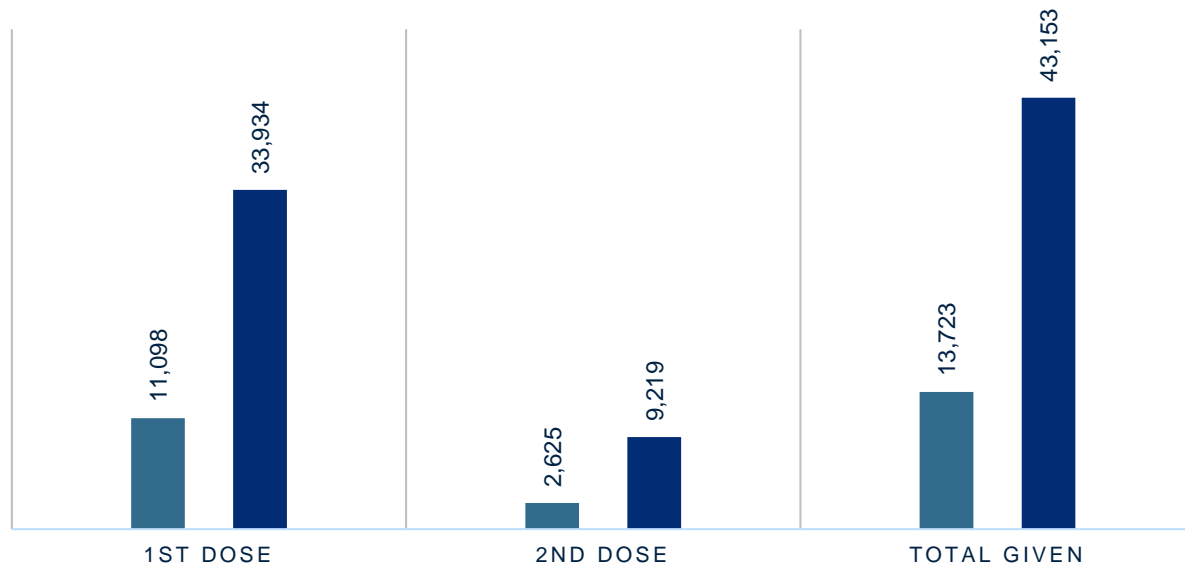


- ▶ **Plan a listening tour of the unit, listen to the narratives**
- ▶ **Convene senior leaders of your department and talk candidly about vision, mission and values of ACT**
- ▶ **Optimize your department's response to institutional educational, research, and survey initiatives**
 - Unconscious Bias Training – To be completed by the end of March
 - Cultural humility training – available
 - Health equity research support – CHEA
- ▶ **Plan accordingly**
 - What future state goals have you contributed to in FY21
 - What will your department focus on in FY22

Penn Medicine COVID-19 Mass Vaccination of Employees

NUMBER OF VACCINES ADMINISTERED 12/16/20 - 1/18/21

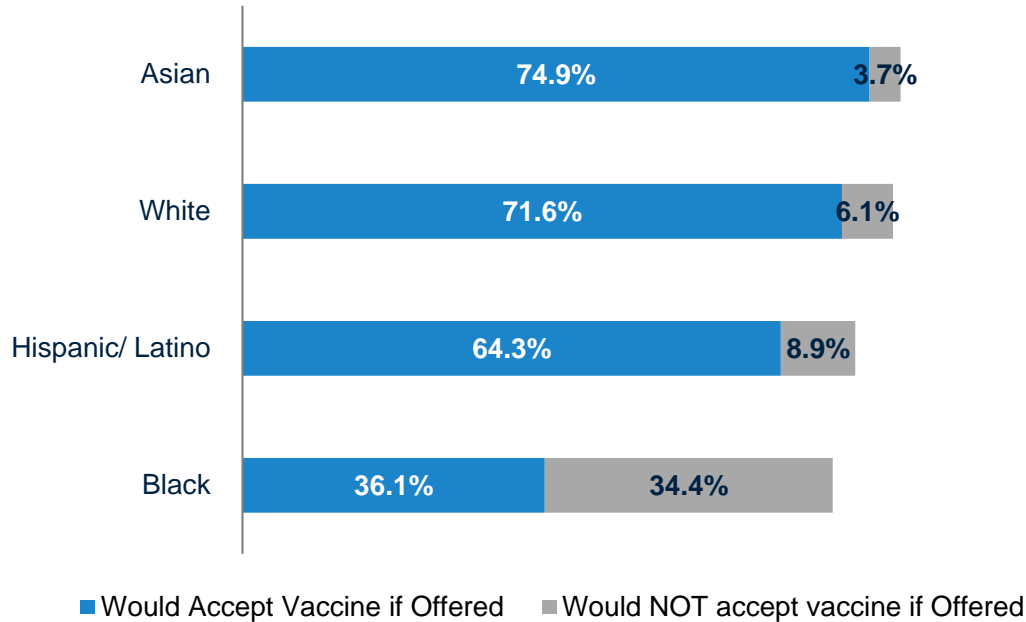
■ HUP ■ All ENTITIES*



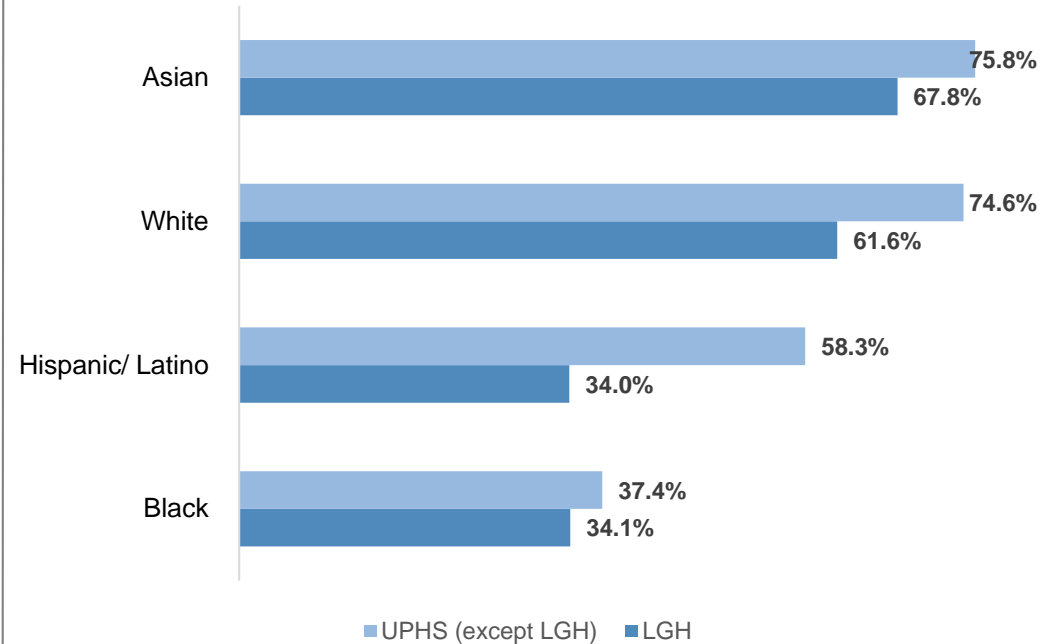
* HUP, PAH, PPMC, PHPH, LGH, CCH

Vaccine Acceptance Rate

HUP/CHOP Survey 12/2020



Vaccine Acceptance Data 1/2021



Upcoming Lunch with Leaders LIVECast

The Blueprint to One Penn Medicine

February 11, 2021 at 12pm

Our

guests:

- **PJ Brennan, MD**, Chief Medical Officer and SVP, UPHS
- **Jim Ballinghoff, RN, MSN** Chief Nursing Officer, PPMC
- **Theresa Larivee**, Chief Executive Officer, PAH
- **Karen Pinsky, MD**, Chief Medical Officer, CCH
- **Pat Sullivan, PhD**, Chief Quality Officer, UPHS



Add the Series to your Outlook!



Upcoming Lunch with Leaders LIVEcasts

- Feb 11** *The Blueprint to One Penn Medicine*
- Feb 25** *Self-Care Strategies for Managing Through 2021*
- March 11** *Elegant Off-Boarding and Transition Planning Essentials*

Stay tuned for more!

Click [here](#) or visit [Lead Strong Site](#) to add the event series to your Outlook calendar.

Exit Poll Everywhere

