

# TEN YEARS OF CULTURAL TRANSFORMATION



Annual Report  
2022 - 2023

 Penn Medicine  
Office of Inclusion, Diversity & Equity



# LETTER FROM THE DEAN AND VICE DEAN

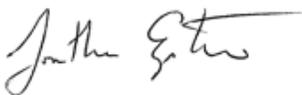
With this annual report, we highlight two significant and interconnected milestones: the 10-year anniversary of our Office of Inclusion, Diversity, and Equity (OIDE), and the transition of its leader, Dr. Higginbotham, Vice Dean of OIDE, from her pivotal role.

Dr. Higginbotham's tenure has been marked by a cooperative leadership approach, strategic foresight, and a focus on tangible results. Her impact on OIDE, established in 2013 to foster inclusivity and diversity at the Perelman School of Medicine, has been profound. The Office expanded its scope in 2020 to include Health Equity, reflecting its growing influence across the 45,000-strong Penn Medicine community. Dr. Higginbotham's efforts have embedded key initiatives and practices within our organization, advancing workforce diversity, cultural enrichment, and community engagement.

Under her guidance, Penn Medicine has built a solid foundation that permeates every facet of our organization. Changes due to Initiatives such as Diversity Search Advisors overseeing search processes, the growth in the number of diversity-focused vice chairs across clinical departments, and the growth in affinity groups and educational programs reflect this. The impact is quantifiable: a 90% increase in full time faculty from underrepresented populations, and a 97% rise in women faculty members over the past decade. This growth has outpaced the increase in the overall rate of faculty growth.

Action for Cultural Transformation (ACT), which was launched in July, 2020, has been instrumental in harvesting actionable initiatives and measurable outcomes across Penn Medicine. This is supported by the fact that 96% of our personnel have completed unconscious bias training.

As we mark this 10-year milestone, we remain committed to facing new challenges, be they global, political, or societal shifts. Our dedication to each other, our patients, and the community, underpins our continued efforts to maintain an inclusive and equitable environment.



**Jonathan A. Epstein, MD**

Interim Executive Vice President, University of Pennsylvania for the Health System; 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





## GUIDE IN ACTION

Conceived and formed in a series of townhall meetings and focus groups, [ACT](#) was launched in the summer of 2020 as the preferred mechanism through which we could gather input and ideas at the local levels of our organization, develop action plans, and implement initiatives (actions) aimed at eliminating structural racism and injustice. ACT is a bottom-up framework as opposed to a top-down, centrally driven initiative, and reaches into every aspect of Penn Medicine: its people, culture, and community, as well as its mission-critical activities such as education, research, and clinical care.



Now a full year into Phase II, the ACT framework is actively used throughout the organization for strategic planning, with a singular focus on promoting inclusive excellence. Our goals for this phase are:

- **Build on Our Progress** – assess and refine strategies to ensure they align with our core principles of inclusion, diversity and equity.
- **Foster Collaborative Synergy** – collaborate and partner with internal and external organizations that share our vision.
- **Share Best Practices** – share our learning and knowledge by hosting forums, workshops, and webinars.
- **Optimize Resource Allocation** – explore new ways to allocate resources efficiently and effectively in support of inclusive excellence.
- **Measure Impact** – measure our impact with data collection and analysis to make evidence-based improvements.

# 2020

ACT was launched with input from 5,581 participants



# OIDE BALANCED SCORECARD, SELECT EXAMPLES

Action	ACT Pillar
<b>ORGANIZATIONAL CAPACITY</b>	
Unconscious Bias Training for the entire Penn Medicine system	Education
Establish Vice Chairs for DEI in each clinical division in the Department of Medicine	People
<b>INTERNAL PROCESSES</b>	
New guidelines to promote diversity and anti-racist hiring practices	Culture
Linkage Admission through the Johnsons' Scholars Program*	Education
<b>FINANCIAL STEWARDSHIP</b>	
COVID Relief Fund, financial assistance for food and necessities to employees in need	People
Otorhinolaryngology clinic at Puentes de Salud/Center for Surgical Health	Clinical
<b>STAKEHOLDER SATISFACTION</b>	
Reduce racial/ethnic disparities in breast cancer screening	Clinical
Recruitment Ambassador Program focused on recruitment of diverse biomedical research scholars	People/Resarch

\*The Johnsons' Scholars Program is a collaborative effort between the Perelman School of Medicine, La Casa Latina, and the Makuu Black Cultural Center aimed at increasing medical school attendance of Penn undergraduate students from groups underrepresented in medicine. Since its 2015 inception, 150 students have been selected to participate in the program.

## 2015

Since its 2015 inception, the first OIDE scorecard was published in the 2015-16 annual report with emphasis on building Organizational Capacity



**Status**      **Metric**

Completed      Required training during orientation for all new staff, faculty, and students

Completed      Vice Chairs appointed for each division

Completed      Guidelines accepted and integrated into departmental policy

Completed      Two students selected for the inaugural Linkage Admission offer

Completed      48 \$200 grants were distributed

Completed      Improved access for un/underinsured patients to high quality ORL-HNS care

Completed      724 free screenings and diagnostic mammograms were provided to un/underinsured women

Completed      Integrate IDEAL with programs and departments



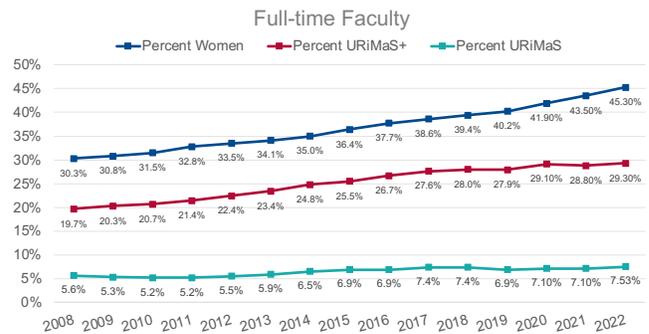
## OIDE EFFECTIVENESS

The foregoing examples in our Balanced Scorecard, together with our annual Diversity Engagement Survey, the OIDE Advisory Council quarterly meetings, ACT, and other strategic initiatives are intended to measure and account for our effectiveness. Other noteworthy initiatives, organized by leading and lagging indicator, follow below:



## ORGANIZATIONAL CAPACITY

- An important ACT initiative critical to the long-term sustainability of IDE work, OIDE helped broaden the network of Vice Chairs for Inclusion, Diversity, and Equity in all Academic Departments – from 4 departments in 2020 to 17 in 2022.
- Besides supporting its Anchor and Milestone Programs (see definitions and updates on page 10 and 12), OIDE helps support student “pipeline” programs: SUPERS@PENN, a ten-week summer research program hosted by the Department of Radiation Oncology at the Perelman School of Medicine; SUMR, a summer internship to introduce talented undergraduate students from underrepresented groups to research in health services, population health, and clinical epidemiology; and Penn Access Summer Scholars (PASS) Program bringing undergraduate students from groups that are underrepresented in medicine from partnering institutions to PSOM for mentored research and pre-professional enrichment experiences.
- Representation of faculty underrepresented in medicine and science increased to 7.72% (242) in 2023 from 7.53% a year earlier.
- In the 10 years since OIDE was established, underrepresented faculty in medicine and science (URiMaS, includes Hispanic/Latin, Black or African American, Native American, Native Hawaiian and Pacific Islander) has increased by nearly 2.5%, from 5.9% in 2013 to 7.53% in 2022. URiMaS+, which includes Asian faculty, increased 25% over the same period. The percentage of women faculty has grown from 34.1% in 2013 to 45.30% in 2022, a remarkable 33% increase.



Source: Faculty Appointment Database System (FADS), Office of Academic Affairs, Perelman School of Medicine

## INTERNAL PROCESSES

- OIDE works closely with Office of Academic Affairs (OAA) Staff and Diversity Search Advisors to ensure the conduct of effective, fair, and objective searches across Perelman School of Medicine and CHOP.
- The OIDE continues to maintain a database of faculty candidates who may be recruitable at our peer institutions. In FY23, OIDE provided 19 search lists, and the database currently stands at 3100 candidates.

## FINANCIAL STEWARDSHIP

- OIDE continues to work with the Development Office to raise additional support for faculty opportunity funds and provides support for faculty engaged in applying for extramural grants.
- 55 NIH Career Development (K), or Research (R) awards were held by URM Faculty at the Perelman School of Medicine, compared to 42 in FY19.
- In collaboration with Ms. Lynn Meaney, OIDE tracks gender equity in the compensation of basic scientists at the Associate Professor and Professorial levels.



# 2010-2023

Faculty from underrepresented minorities in medicine increased 157% since 2010.

Women faculty increased from 574 (31.5%) in 2010 to 1445 (46.5%).

- Annual IDE recruitment expenditures in 2023 increased \$14,648,466 or 33% over 2022.
- The Presidential Professorships at Penn were established in 2011 as a key feature of the University's Action Plan for Faculty Diversity and Excellence, an initiative that will help the University recruit, retain, and mentor distinguished and diverse faculty. This prestigious award safeguards the work of eminent faculty members who define the future of patient care, medical research, and education through a five-year term chair:
  - Natali Chanaday Ricagni, PhD, Assistant Professor of Physiology, awarded a Presidential Professorship July 1, 2022
  - Timothy Machado, PhD, Assistant Professor of Neuroscience, awarded a Presidential Professorship January 1, 2023
  - Damaris Lorenzo, PhD, Associate Professor of Cell & Developmental Biology, awarded a Presidential Professorship July 1, 2022
  - Kahlilia Blanco, PhD, Assistant Professor of Cell & Developmental Biology, awarded a Presidential Professorship January 1, 2023
  - Jacqueline Deanna Wilson, MD, MPH, is proposed for Assistant Professor Clinician-Educator of Family Medicine & Community Health, awarded a Presidential Professorship January 1, 2023.



**Natali L. Chanaday, PhD**



**Timothy Machado, PhD**



**Damaris N. Lorenzo, PhD**



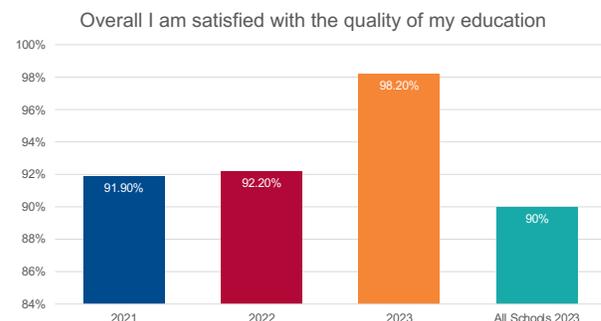
**Kahlilia C. Morris-Blanco, PhD**



**Deanna J. Wilson**

## STAKEHOLDER SATISFACTION

- The annual Medical School Graduation Questionnaire shows that student satisfaction with the quality of their medical education at Perelman rose to a new high of 98.2% in 2023 from 92.2% in 2022.
- Continued to support a community of inclusion via events and speakers such as Women in Medicine Month speaker Jasmine Brown, Summit speaker David Acosta, MLK Jr. Health Equity Symposium speaker Joneigh Khaldun, and Special Interest Group speaker Deborah Prothrow-Stith.
- Developed the Department Chair Diversity Scorecard to allow for quantitative examination and comparison of IDE efforts by department. The scorecard includes diversity demographics and data, as well as diversity spending and qualitative notes by Lead DSA, DSAs, and OIDE. The results are presented to the Dean, Department Chairs and Vice Chairs, and hospital leadership.





## TRIBUTES TO DR. HIGGINBOTHAM

*Recognition for Dr. Higginbotham's leadership in weaving Inclusion, Diversity, and Equity into the fabric of the Perelman School of Medicine and Penn Medicine is nearly universal. Today, scarcely a decision is made, a patient cared for, or a student educated outside the framework of justice and equity. Although the numbers themselves speak eloquently to the transformative impact Dr. Higginbotham has had on the organization, three top PSOM educators and influencers who have worked with her on bringing IDE to the forefront add their personal perspectives:*

### COURTNEY SCHREIBER, MD, MPH

#### FOCUS ON HEALTH AND LEADERSHIP FOR WOMEN



Dr. Schreiber's professional focus is on women's reproductive health and, not surprisingly, her goal at PSOM has been to champion sex and gender equity – helping women advance up the ranks and quantifying the overall progress through a robust, longitudinal data set.

She is the Stuart and Emily B.H. Mudd Professor of Human Behavior and Reproduction in the Department of Obstetrics and Gynecology, Chief of the Division of Family Planning, and the Founding Director of PEACE (the Pregnancy Early Access Center at Penn Medicine). In addition, she leads two important IDE anchor programs: as Executive Director of FOCUS and as Co-Director of Penn Promotes (see pages 10 and 11 for additional program details).

"Dr. Higginbotham led a culture change at PSOM, introducing a more inclusionary approach. Her leadership has ensured that many key decisions are made through the lens of IDE," said Dr. Schreiber.

"Dr. Higginbotham has been an exceptional mentor and sponsor. I have collaborated closely with her ever since she invited me to serve as the new co-lead for Penn Promotes in 2018. Her strategic direction and extraordinary sponsorship were instrumental in establishing the program as a vital resource for women students, young faculty, and researchers. Dr. H has also been a tremendous advocate for FOCUS, ensuring that we have the resources to promote intersectional gender equity at PSOM. We will especially miss her elegant and relentless advocacy for a diverse faculty," concluded Dr. Schreiber.

### MAJA BUCAN, PHD

#### BIOMEDICAL POSTDOCTORAL PROGRAMS

Dr. Bućan's research is focused on the identification of the genetic basis of behavioral and psychiatric disorders. Arriving at PSOM from Europe 33 years ago, her unique interests and cultural perspective



prompted her to become a prominent advocate for underrepresented members of the community.

Dr. Bućan is a Professor of Genetics and a Co-Director of the Autism Syndrome Program of Excellence in the Department of Genetics. Additionally, she is Associate Dean for

Postdoctoral Research Training, and Director of Biomedical Postdoctoral Programs.

"In 2013, fifteen senior women asked the PSOM leadership to evaluate salaries, space, and resources allocated to women faculty with an eye on equality," said Dr. Bućan. "As a result, I met Dr. Higginbotham two weeks after she officially started as Vice Dean and have worked closely with her ever since, more recently serving on the OIDE Advisory Committee. The committee includes PSOM, the health system, sister hospitals, and even students – it's a model for successful collaboration."



“Dr. H. developed and launched ACT in 2020,” continued Dr. Bučan. “So nimble and well-organized, it engaged everyone, from small groups to large assemblies. I have been so impressed

by Dr. H’s varied portfolio of activities on a local and national level...and as a clinician, still seeing patients. She has been a fantastic role model for me and the whole Penn Medicine community.”

## HORACE DELISSER, MD

### DIVERSITY AND INCLUSION IN UNDERGRADUATE MEDICAL EDUCATION



Dr. DeLisser is Penn through and through – he graduated from medical school in ‘85, was a resident in internal medicine through ‘89, trained in pulmonary and critical care, and then joined the faculty in the mid 1990’s, becoming involved

in the teaching of relational competence, the “heart” of medicine, to our medical students.

He is an Associate Professor of Medicine (Pulmonary, Allergy and Critical Care), a Diversity Search Advisor for the Department of Medicine, the Associate Dean for Diversity and Inclusion at PSOM, and a Co- Director of the IDEAL Experience Program (see page 12 for additional IDEAL details).

“Dr. Higginbotham stands out on so many levels,” said Dr. Delisser. “She is accessible as a mentor with a successful career narrative; one “who looks like”

our URM students. Through OIDE, she supports a host of student programs, including funding attendance at national events. Her presence after George Floyd’s murder in 2020 was the glue that allowed our student community to rebuild trust and understanding during a very difficult time.”

“What goes on at an institutional IDE level is very affirming to our students,” continued Dr. DeLisser. “Dr. Higginbotham ceaselessly elevated IDE initiatives, especially ACT – a very intentional effort to bring the whole institution into the process of identifying issues, acting on recommendations, and accounting for results. The culmination of her tenure has been to bring all the different IDE entities together under the OIDE Advisory Committee umbrella to share information, learn and collaborate. As someone who ‘has done it all’ in her successful and varied career, she will always be an inspiration.”

2017

Launch of Penn Promotes

2014

Establishment of OIDE Advisory Council

2021

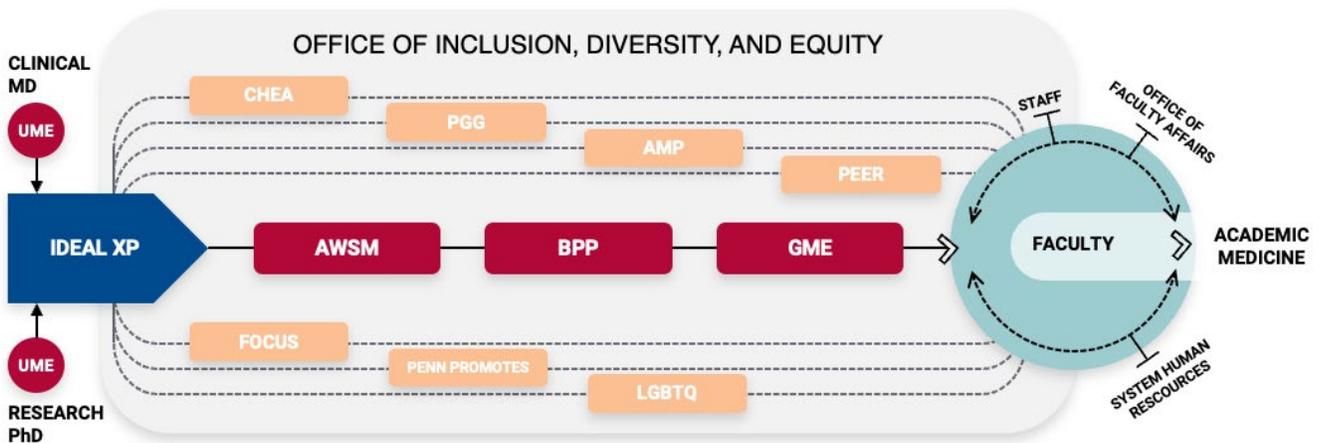
Creation of IDEAL Learners Experience program

## OIDE SUPPORTED PROGRAMS

*OIDE supports a variety of affinity groups – Anchor Programs – and decanal programs – Milestone Programs – to strengthen our organizational capacity to recruit, retain, and support a diverse faculty at Penn Medicine. A key role for OIDE is to ensure their sustainability through financial and logistical support and advocacy at every level.*



Anchor Programs are affinity groups and specific research programs that contribute to the institution’s ability to retain students and trainees in the pipeline leading to faculty status. Milestone Programs, on the other hand, are focused on supporting singular categories of learners. The figure below illustrates the relationship of these programs to faculty trajectory within Penn Medicine.



## ANCHOR PROGRAMS, SELECT ACHIEVEMENTS 2022-2023

### AMP – ALLIANCE OF MINORITY PHYSICIANS

Iris Reyes, MD

AMP’s mission is to develop leaders in medicine by building a supportive community for faculty, house staff, and medical students underrepresented in medicine (URM).

- Provided general faculty mentorship and professional development education/training to improve the support of URM trainees.
- Created a membership database for alumni outreach and engagement, future faculty and leadership recruitment, and ongoing house staff support.
- 46 AMP sponsored and co-sponsored events with average 34 members in attendance.
- Hosted annual New House Staff Welcome Reception and Graduation Gala.

### CHEA - THE CENTER FOR HEALTH EQUITY ADVANCEMENT

Jaya Aysola, MD, MPH; Rosemary Thomas, MPH, CHES; Heather Klusaritz, PhD, MSW

CHEA strives to provide high-quality patient-centered care for all communities it serves through an inclusive clinical and learning environment.

- Supported the Pennsylvania’s DHS Hospital Quality Incentive Program (HQIP) implementation through a data-driven Learning Collaborative of all participating entities.
- Led and supported Phase 2 of PennChart to align data categories to REaL Data Standards by updating patient race and ethnicity categories.
- Continued to facilitate greater food access and ongoing food deliveries to patients experiencing emergency food needs through its FAST (Food Access Support Technology) platform.
- Hosted Health Equity Week 2023 featuring speakers from the Joint Commission as well as our Equity Initiative Awards.



## FOCUS - FOCUS ON HEALTH AND LEADERSHIP FOR WOMEN

Courtney A. Schreiber, MD, MPH

FOCUS supports the advancement and leadership of women in academic medicine and promotes research into women's health.

- Developed the second FOCUS Benchmark Report to include race and ethnicity.
- In collaboration with AMP was awarded an Excellence Through Diversity Fund grant; partnered with CHOP and was awarded a two-year grant from the Doris Duke Foundation; was awarded a grant for 2/5 fellowships from the Edna G. Kynett Memorial Foundation.
- Hosted FOCUS 1-hour lunch seminars to highlight new, innovative faculty research and programs; 1- or 1.5-hour leadership seminars and workshops; 4-session Career Evolution workshops to promote strategic career decision making.
- Hosted annual FOCUS Fall Conference, held since 1997, a unique opportunity for all women at PSOM to convene in a day-long professional development and leadership event.

## LGBTQ HEALTH

Judd Flesch, MD; Rebecca Hirsh, MD

LGBTQ Health's mission is to improve the care of LGBTQ populations by becoming a national leader in LGBTQ patient care, education, research, and advocacy.

- Patient Navigator position and pilot program to provide care navigation and coordination of affirming care, helped >400 patients since July 2022.
- Created a gender affirming providers group of >100 faculty and providers across specialties and departments.
- Facilitated updates to Electronic Health Records to highlight preferred/affirming names and avoid misgendering.
- Expanded mentorship program to include residents and fellows in "mentor families" of faculty, trainees, and medical students.

## PGG - PENN CENTER FOR GLOBAL GENOMICS AND HEALTH EQUITY

Sarah Tishkoff, PhD

PGG promotes health equity through genomics research, education, research, and practice.

- \$3.6M Grant funding received from the Pennsylvania Department of Health to study risk factors for COVID-19 incidence and outcomes in ethnically diverse communities in Philadelphia.
- Established a UPenn/Lincoln University summer training program for individuals from underrepresented groups to receive paid summer internship training at the University of Pennsylvania.
- Genentech Funded Global Genomics and Health Equity Postdoctoral Fellowship to train postdoctoral fellows in basic and translational biomedical research to define genomic and environmental risk factors.
- Hosted joint PGG/IBI Two-Day Symposium in May 2023; monthly hybrid seminar series.

## PENN PROMOTES – RESEARCH ON SEX AND GENDER IN HEALTH

Maria Oquendo, MD, PhD; Courtney A. Schreiber, MD, MPH

Penn PROMOTES aims to broaden the understanding of and research about sex and gender variables in disease prevalence, phenomenology, and treatment.

- Presented 5 virtual "Lunch & Learns", returning to an in-person format in FY24 to promote community engagement.
- Conducted a 4-weeks GME/GMIE-accredited virtual course on incorporating Sex as a Biological Variable into research.
- Held a symposium in May 2023, "Impact of the Dobbs Decision on the Workforce and Science."
- Partnered with FOCUS on Health and Leadership for Women to offer three \$20,000 pilot grants to junior researchers working to incorporate sex as a biological variable into their research.

# MILESTONE PROGRAMS, SELECT ACHIEVEMENTS 2022-2023

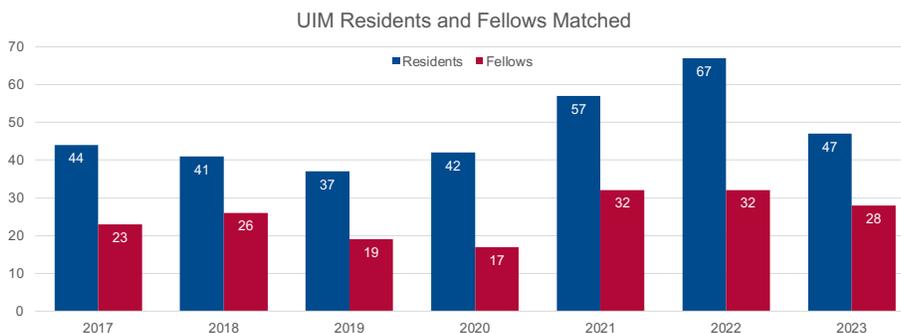
In 2021, feedback from a broad range of learners identified the need for an integrated structure to promote inclusion, diversity, and equity (IDE) more efficiently and effectively for all learners at Perelman. In response, IDEAL XP – the Inclusion, Diversity, Equity, and Learner Experience Program – was established, under which IDEAL MEd focuses on the medical education pipeline and medical students; IDEAL Research supports Biomedical Graduate Studies; and IDEAL MaC serves Master’s and Certificate students.

## UME – UNDERGRADUATE MEDICAL EDUCATION

- Sponsored, hosted and/or funded events, peer-to-peer support, and faculty/house staff/medical student mentoring sessions.
- Invited pre-med students from other colleges to learn from our URM medical students, made virtual visits to URM-specific recruitment fairs, visited several historically black colleges and universities.
- Managed Undergraduate Pipeline Programs such as Penn Access Summer Scholars (PASS) - of the 60 matriculants, 23 have graduated from PSOM.
- Provided administrative and financial support to our 14 student-led clinics and programs.

## GME – GRADUATE MEDICAL EDUCATION

- Continued to recruit diverse community of residents and fellows from PSOM and other medical schools, residency programs.
- Held “Meet the Family” virtual meetings during GME recruitment seasons for URM applicants, GME workshop on holistic interview and implicit bias.



## BGS – BIOMEDICAL GRADUATE STUDIES

- IDEAL Research/BGS launched The Recruitment Ambassadors Program to target the next generation of diverse biomedical research trainees; The Trainee Advocacy Alliance (TAA) to provide trainee support for diverse members of the Penn Medicine research training community; and IDEAL Research Fellows (12) to assist with the design, implementation, and mentorship of training experiences.
- Biomedical Pipeline Program Initiatives included the Summer Undergraduate Internship Program (SUIP) to introduce UR trainees to biomedical PhD pipeline (46 scholars from UR backgrounds in 2022), and Penn Post Baccalaureate Research Education Program (PREP) to provide additional research training before beginning a doctoral program (12 PREP scholars currently enrolled).

## BPP – BIOMEDICAL POSTDOCTORAL PROGRAMS

- Served postdocs with PhD, MD, MD/PhD backgrounds and prepare them for careers in academia, pharma/biotech and other positions.
- Hosted the SPINE Symposium to introduce postdocs to Neuroscience departments, universities, and communities of the vibrant city of Philadelphia.
- 2023 Provost fellows and CHOP’s Postdoctoral Fellows (competitive programs intended to increase the diversity of the academic research community) Christopher Bourne, Irma Fernandez, Ralph White.

Fiscal year	Total	White (%)	Asian (%)	Black/African American (%)	Hispanic or Latino (%)	Multiracial (%)	Do not wish to answer (%)	Female (%)	International (%)
2022	866	68.2	15.9	7.4	2.2	5.5	8	49.5	58.0
2023	844	70	12.5	6.9	3.1	5.3	2.2	48.0	63.4

\*The data reported is for PSOM, Vet, Nursing, and Dental schools.



## DR. HIGGINBOTHAM'S IMPACT ON PHILANTHROPY

*Philanthropic support helps further Penn's progress toward becoming a more inclusive, diverse, and equitable organization, and we are grateful to our generous donor community who make these changes possible.*

During Dr. Eve Higginbotham's tenure as Vice Dean for Inclusion, Diversity, and Equity, she helped advocate for programs and initiatives across the spectrum – from education and training to patient care – illustrating what a champion in philanthropy can achieve. Dr. Higginbotham's vision and leadership led to the creation of six new Presidential Professorships, increased available funding to recruit and retain faculty and students from backgrounds traditionally underrepresented in medicine, and raised more than \$21 million. Highlighted below are other examples of remarkable gifts and grants, creating a legacy that will guide Penn Medicine's efforts for years to come.

### CREATING DYNAMIC EDUCATIONAL OPPORTUNITIES

#### **A Dream and a Lasting Legacy: Endowment of the Martin Luther King, Jr, Lecture at Penn Medicine**

Through the generosity of Eve J. Higginbotham and her partner, Frank Williams, MA, PhD, MBA, the annual MLK Lecture will now last into perpetuity. Each year, OIDE hosts the Martin Luther King Jr. Health Equity Symposium, a forum for people from across disciplines to come together to share, learn, and be part of an important dialogue focused on diversity, equity, and inclusion. This inspirational gift was made in tribute to Mr. and Mrs. Luther and Ruby Higginbotham.

#### **Warren Alpert Foundation: Increase Diversity in Genetic Counseling Grant**

In the vibrant field of genomic medicine, diversity among genetic counselors remains low, exacerbating disparities in access to care and health outcomes. With this transformative grant, the Warren Alpert Foundation is helping to enhance diversity among students, including Penn's Master of Science in Genetic Counseling (MSGC) at the PSOM.



**Shannon Gray** is from Cleveland, Ohio, and graduated from the Ohio State University in 2020 with a bachelor's degree in molecular genetics and zoology. After graduation, she was a clinical research assistant and a volunteer with the Sexual

Assault Response Network of Central Ohio. These experiences sparked her interest in working with minority communities to highlight the importance of genetic counseling.



**Sam Levy** is from Mechanicsburg, Pennsylvania, and graduated from the University of Pittsburgh in 2021, where he majored in molecular biology and minored in chemistry and mediterranean art and archaeology. He worked as an undergraduate teaching assistant and

research intern at Pitt, and after graduating he became a genetic counseling assistant at the Children's Hospital of Philadelphia.



# 2013-2023

More than \$21 Million raised for IDE initiatives

## Josh Harris W'86, and Marjorie Harris Establish the Harris Infectious Diseases Fellowship and Equity in Graduate Medical Education.

A gift from Harris Philanthropies, Josh Harris, W'86, and Marjorie Harris bolsters efforts to recruit applicants from diverse backgrounds—especially those from the Philadelphia region—to Penn's pathway and fellowship programs in clinical and biomedical research. Meet the inaugural cohort of Harris Scholars:



### **Dovie Watson, MD, MSCE, AAHIVS.**

Dr. Watson's clinical practice and research program focus on destigmatizing sexual health care provision and equitable delivery of HIV pre-exposure prophylaxis and HIV treatment for LGBTQ+ populations, and she leads professional development workshops on LGBTQ+ health care provision for all Penn Medicine providers.



### **Briah Barksdale**

Briah is an aspiring physician-scientist in obstetrics and gynecology whose research focuses on reproductive immunology and is currently studying a protein called Interleukin-27 to understand its function within the placenta during pregnancy.



### **Bogadi Loabile, MD, MPH.**

Since finishing her clinical fellowship, Dr. Loabile has split her time between Botswana and Philadelphia and focuses on HIV-related issues like the barriers to implementing same-day HIV treatment and the relationship between HIV status and outcomes during abortion care.



### **Jennifer Alexander, PhD.**

Dr. Alexander is a molecular geneticist studying the link between the aging process and cancer progression and identifying approaches to treat and reduce aging-related diseases in populations at high risk for developing cancer.



### **Arianne Morrison, MD.**

Dr. Morrison is dedicated to the translation of HIV prevention research into effective clinical practice and health policy to make HIV prevention more accessible among communities disproportionately affected by HIV, especially cisgender women of color in the US.

## CONNECTING AND COLLABORATING TO IMPROVE HEALTH EQUITY

### **Independence Blue Cross: Regional Health Equity Dashboard**

This powerful gift unites a Philadelphia-wide coalition of organizations to produce tangible improvements in health equity in Philadelphia. Co-led by Raina Merchant, MD, MSHP, FAHA, Director of the Penn Center for Digital Health, and Kevin Volpp, MD, PhD, Director of the Penn Center for Health Incentives and Behavioral Economics (CHIBE), the publicly available Health Equity Dashboard uses systemic data analysis to shape pilot programs that address a range of health conditions and social determinants of health.



To join Dr. Higginbotham and other philanthropists in building a future of inclusion, diversity, and equity in medicine and science, contact [IDEGivePSOM@dev.upenn.edu](mailto:IDEGivePSOM@dev.upenn.edu)

## OIDE LEADERSHIP



**Eve J. Higginbotham, SM, MD, ML**

Vice Dean for Inclusion, Diversity, and Equity;  
Senior Fellow, LDI Institute;  
Professor of Ophthalmology



**Corrinne Fahl, MEd**

Associate Director of Academic Affairs,  
Faculty Affairs



**Kya Hertz, CDE®**

Associate Director of Inclusion,  
Diversity, and Equity



**Jack Drummond**

Director of Restorative Practices  
Office of Inclusion, Diversity, and Equity

## PROGRAMS & EVENTS HOSTED OR CO-HOSTED BY OIDE

- Restorative Practices at OIDE (RP@OIDE) addresses microaggressions and conflict, and offers a collaborative approach to building a safe, inclusive, and welcoming environment for all members of the Penn Medicine community.
- OIDE provides unconscious bias workshops to all faculty, staff, students, residents, and postdocs.
- Each year the PSOM nominates at least one female faculty member for the Executive Leadership in Academic Medicine (ELAM) program, which offers substantial career development opportunities.
- Under the umbrella of PEER, OIDE hosts workshops focused on the path to promotion for CE, Tenure, and AC track faculty.
- Health Equity Week.
- The Martin Luther King, Jr. Annual Health Equity Symposium and the Dr. Edward S. Cooper Leadership Training Program focused on various leadership development topics.
- OIDE-supported pipeline programs include SUPERS@PENN, a 10-week summer program, the SUMR internship for UR undergrads, and the .

## PROFESSIONAL OUTREACH

In FY23, The Office of Inclusion, Diversity, and Equity attended the AAMC Group on Diversity and Inclusion Conference in Washington, DC; the National Diversity Officers in Higher Education conference in Baltimore, MD; and the National Medical Association in New Orleans, LA. In FY24 OIDE will attend the National Medical Association Conference, GLMA, and AAMC GDI.

## PUBLICATIONS

Eve J. Higginbotham, Kya Hertz, Corrinne Fahl, Dwaine B. Duckett, Kevin Mahoney, J. Larry Jameso.  
***Addressing Structural Racism Using a Whole-Scale Planning Process In a Single Academic Center.***  
Health Equity, September 2023.

Corrinne Fahl, M.Ed., Dominique Alexis, Eve J. Higginbotham SM, MD, ML, Chang Xu, Jaya Aysola MD, MPH  
***Asserting Accountability to Address Diversity: Report Card as a System of Measurement.***  
Health Equity, February 2023..

## 2022-2023 ADVISORY COUNCIL

To encourage collaboration and dialog among all stakeholders, leaders of the Anchor and Milestone programs, deans, faculty, and administration with diversity and inclusion responsibilities, as well as OIDE staff are represented on the Advisory Council. The council meets at least quarterly to review progress and set future goals for Penn Medicine to truly become the inclusive and equitable enterprise we envision.

### **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 OF 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 Bućan, PhD**

Professor of Genetics;  
Director, Biomedical Postdoctoral Programs (BPP)

### **Horace DeLisser, MD**

Associate Professor, Department of Medicine;  
Associate Dean for Diversity and Inclusion, PSOM;  
Diversity Search Advisor, Department of Medicine;  
Co-Director, IDEAL Experience Program

### **Jack Drummond**

Director of Restorative Practices  
Office of Inclusion, Diversity, and Equity

### **Dwaine Duckett**

Senior Vice President and Chief Human Resources Officer of UPHS

### **Corrinne Fahl, MEd**

Associate Director of Faculty Affairs, Academic Affairs, 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 LGBTQ Health

### **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, CDE®**

Associate Director of Inclusion, Diversity and Equity  
Office of Inclusion, Diversity, and Equity

### **Eve J. Higginbotham, SM, MD, ML**

Vice Dean for Inclusion, Diversity, and Equity  
Senior Fellow, LDI Institute,  
Professor of Ophthalmology

### **Rebecca Hirsch, MD**

Assistant Professor of Clinical Medicine;  
Direction of Inpatient Oncology Services;  
Associate Director, Program for LGBTQ 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;  
Executive Director, FOCUS; 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



# THE DIVERSITY SEARCH ADVISORY (DSA) PROGRAM

The DSA Program is a collaborative initiative of the Office of Academic Affairs (OAA) and the Office of Inclusion, Diversity, and Equity (OIDE). Lead Diversity Search Advisors provide mentorship and support, orienting DSAs to the faculty search process and systems. Select faculty from each department are invited to participate as DSAs in the search and recruitment process to ensure the processes are compliant, broad, inclusive, and able to attract the most talented educators to Penn.

## Lead Diversity Search Advisors

### Carmen Guerra, MD

Departments of Dermatology, Emergency Medicine, Family Medicine, Medicine, Ophthalmology, Otorhinolaryngology, Radiation Oncology, Radiology

### James Guevara, MD, MPH

Departments of Biostatistics, Epidemiology & Informatics, Pediatrics, Psychiatry,

### Jonni Moore, PhD

Departments of Anesthesiology & Critical Care, Biochemistry & Biophysics, Cancer Biology, Cell & Developmental Biology, Genetics, Medical Ethics & Health Policy, Microbiology, Surgery, Pathology & Laboratory Medicine,

### Andrea F. Duncan, MD, MS

Departments of Neurology, Neuroscience, Neurosurgery, Obstetrics & Gynecology, Orthopaedic Surgery, Physical Medicine & Rehabilitation, Physiology, Systems Pharmacology.

## Diversity Search Advisors (DSAs)

### Dermatology

Susan Taylor, MD

### Emergency Medicine

Zachary Meisel, MD

### Family Medicine

David Nicklin, MD

### Medicine

Carmen Guerra, MD  
Horace M. DeLisser, MD  
Judy A. Shea, PhD

### Ophthalmology

Eydie G. Miller-Ellis, MD

### Otorhinolaryngology

Natasha Mirza, MD

### Radiation Oncology

Theresa Busch, PhD

### Radiology

Linda Nunes, MD, MPH

### Biostatistics, Epidemiology & Informatics

James Guevara, MD, MPH

### Pediatrics

Andi F. Duncan, MD, MS  
Ian Krantz, MD  
Katherine Yun, MD, MHS  
Steve Leff, PhD

### Psychiatry

Edward Brodtkin, MD  
Gregory Brown, PhD  
James McKay, PhD  
Janet Audrain-McGovern, PhD  
Russell Ramsay, PhD

### Anesthesiology & Critical Care

Bonnie L. Milas, MD  
Joseph S. Savino, MD  
Margaret A. Priestly, MD  
Meghan Lane-Fall, MD, MSHP  
Norman D. Randolph Jr, MD

### Biochemistry & Biophysics

Hillary Nelson, PhD, MPH

### Cancer Biology

Irfan A. Asangani

### Cell & Developmental Biology

Erfei Bi, PhD

### Genetics

Arupa Ganguly, MS, PhD,  
FACMG

### Medical Ethics & Health Policy

Holly Fernandez Lynch, JD, MBE

### Microbiology

Sunny Shin, PhD

### Surgery

Niels D. Martin, MD

### Pathology & Laboratory Medicine

Jonni Moore, PhD  
Mariarita Santi, MD, PhD

### Neurology

Branch Coslett, MD

### Neurology (primary)

Roy Hamilton, MD, MS

### Neuroscience

Brian Salzberg, PhD

### Neurosurgery

Nduka Amankulor, MD

### Obstetrics & Gynecology

Christos Coutifaris, MD, PhD

### Orthopaedic Surgery

Charles Nelson, MD

### Physical Medicine & Rehabilitation

Franklin Caldera, DO

### Physiology

Joseph Baur, PhD

### Systems Pharmacology

Vera Moiseenkova-Bell, PhD





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