ACTION FOR CULTURAL TRANSFORMATION

Strategic Plan

ACT Mission, Vision and Values

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

Respect

Cultural Humility

Accountability

Empathy

Equity

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

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Penn Medicine

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

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CULTURE

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

Strategies

❖ **Demonstrate shared understanding of the vision and importance of the work throughout all levels of the organization**

❖ **Ensure policies and practices are free from bias and promote equity and inclusion**

❖ **Ensure behavioral standards and policies are consistently enforced without fear of retaliation**

❖ **Provide clear leadership and sufficient infrastructure and resources**

❖ **Ensure culture of continuous learning and always address inequity and bias**

Priority Initiatives for FY21

- Develop and execute a comprehensive two-way communications plan
- 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
- Establish and support affinity groups
- System for Bias Reporting with committee to review and address reports (JDI)

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

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PEOPLE

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

Strategies

❖ **Drive for diversity of employees and leaders at all levels and in all roles that reflect the diversity of our community**

❖ **Develop and support underrepresented minority staff and leaders in their growth, development and advancement**

❖ **Set consistent expectations; ensure accountability and fair recognition**

❖ **Advancement opportunities that are equitably available to all employees**

❖ **Educate staff and leaders at all levels equipping them with necessary skills and language to understand and address bias**

Priority Initiatives for FY21

- Review hiring and promotion processes and job criteria for bias
- Analyze impact of promoting anti-racism principles in employee relations outcomes
- Work with Development to increase available funding for faculty and student recruitment and retention initiatives that promote inclusion, diversity and equity (JDI)
- Expand unconscious bias training to all levels and explore periodic refresh (JDI)
- Leverage COBALT platform to provide resources for inclusion and diversity (JDI)
- Revise course on managing discriminatory patients with the ERASE framework (JDI)
- Expanded monthly professionalism training sessions with Vice Chairs for Diversity and other leadership roles on how to manage faculty with micro aggressions (JDI)
- Creation of six (6) new presidential professorships (JDI)

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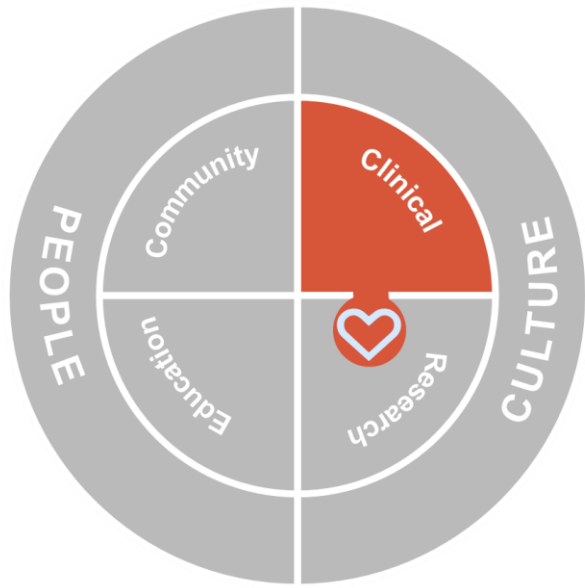
CLINICAL CARE

Provide all patients with equitable care and outstanding experience

Strategies

❖ **Identify and quantify disparities due to race based bias in clinical care and patient experiences**

❖ **Ensure that patients receive care in an environment that feels reflective of them and respectful**

❖ **Ensure that all community members have equitable access to care**

Priority Initiatives for FY21

- Expand access to primary care and ambulatory care (Mercy acquisition)
- Health equity dashboard for monitoring COVID 19 hospitalizations and vaccine deployment
- eGFR removed as race corrective clinical factor (JDI)
- Identify specialty-specific disparities in health outcomes and access to care to as quality goals for the department and Penn Medicine (JDI)

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RESEARCH

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

Strategies

❖ **Ensure there is equitable access to research funding and support**

❖ **Create a robust cadre of URM research faculty and research activities focused on equity**

❖ **Engage the community as our partner for research**

Priority Initiatives for FY21

- Establish plan to hire faculty across academic ranks in clusters with a commitment to research in areas impacting BIPOC from basic to clinical research
- Develop database for standing faculty demographics (JDI)

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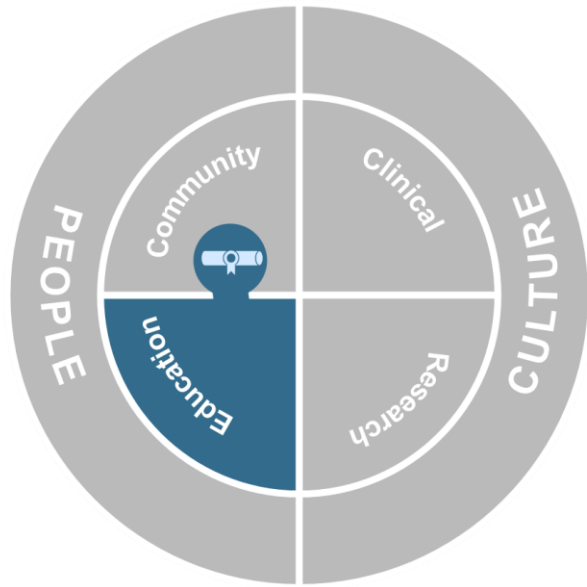
EDUCATION

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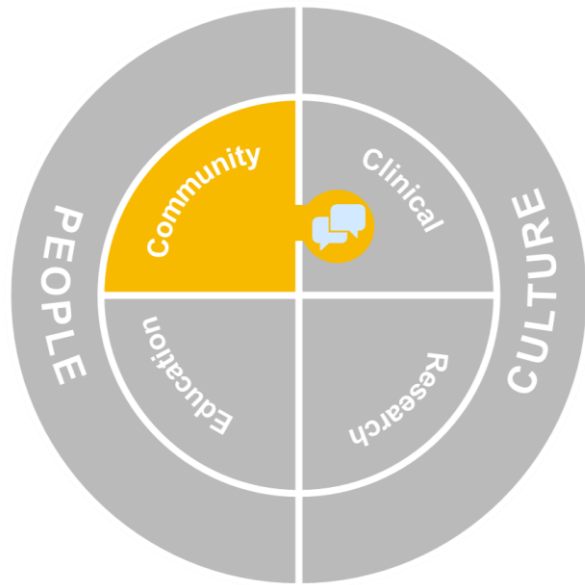
Strategies

❖ **Commitment to formal curricula that is free of bias**

❖ **Ensure that the student populations in our programs reflect the diversity of our community**

❖ **Prepare graduates to address bias and advance equity in their professional work**

❖ **Provide the support and guidance for all students throughout their education**

Priority Initiatives for FY21

- Increase available funding for faculty and student recruitment and retention initiatives that promote diversity and equity. (JDI)

- Restructure the "difficult patient" standardized patient (SP) session; implement a patient bias preparation program for students (JDI)

- Affirm that the process of bias reporting for University faculty, staff and students is safe and responsive (JDI)

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

Strategies

❖ **Build strong, sustainable relationships with community leaders**

❖ **Ensure the creation and practice of fair and unbiased policies and practices of campus police, security, and local police**

❖ **Create and sustain partnerships with the community to strengthen science and health education**

❖ **Strive to enrich the community through Penn Medicine's work and presence**

Priority Initiatives for FY21

• Provide input into the ongoing review of campus police

• Further invest in the community through job creation, wealth building opportunities and mortgage programs targeted towards Black and Latinx

• Independent review of Penn Dept. of Public Safety by the Quattrone Center for the Fair Administration of Justice at Penn Carey Law School (JDI)

• Invest in primary school education (JDI)

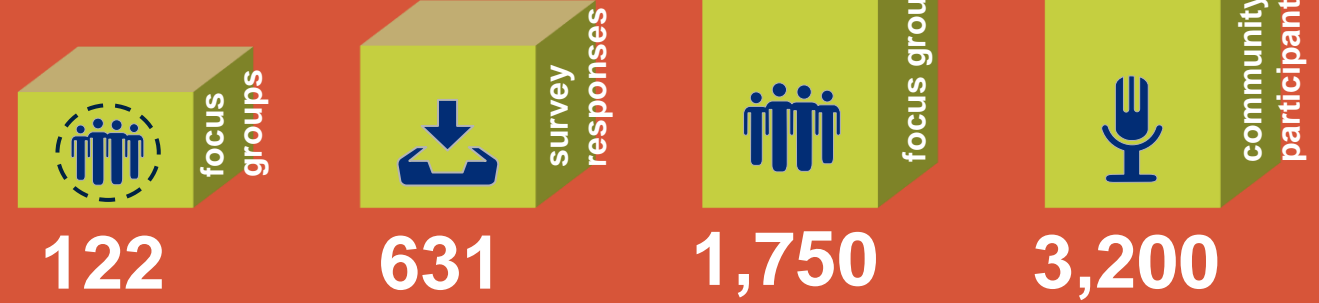**Action for Cultural Transformation**   Penn Medicine

ACTION FOR CULTURAL TRANSFORMATION

13 Team Members
PSOM & UPHS represented

170 Volunteer
focus group facilitators

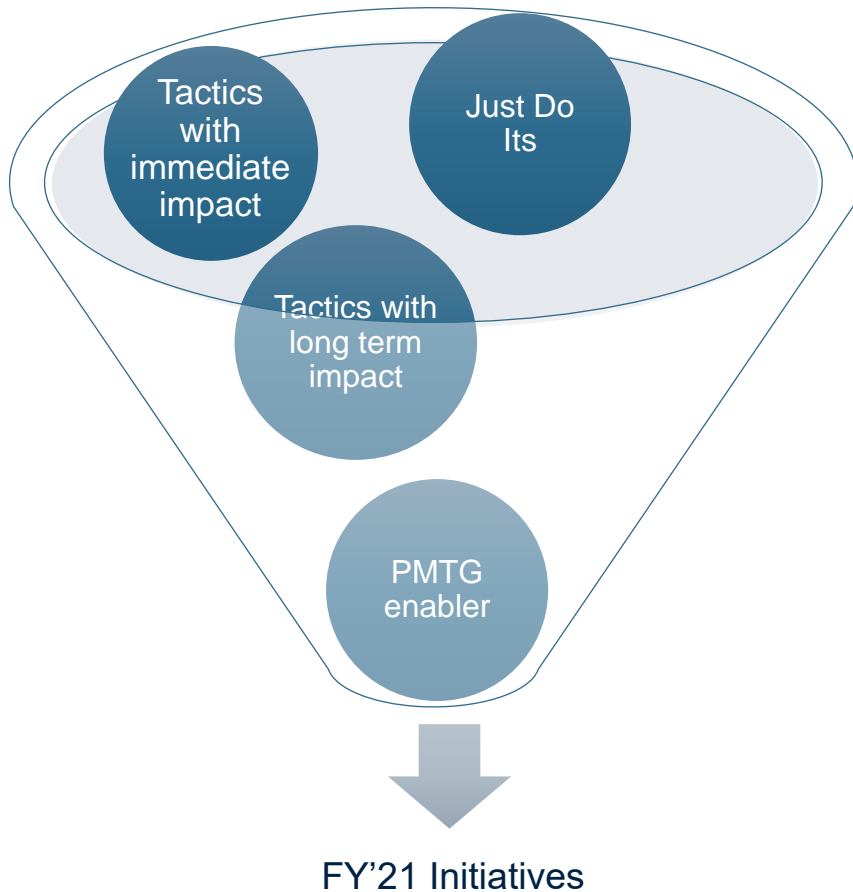**6** Steering Committee
members

over **5,500** voices heard

UPHS
PSOM
focus group participants
community dialogue participants

focus groups
survey responses

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

Our Immediate Initiatives

FY'21 Initiatives

FY'21 initiatives meet the following criteria:

Penn Medicine Team Goal

- Initiative supports achieving a FY'21 Penn Medicine Team Goal

System-wide Just Do It*

- Just Do It underway that will impact the organization at the broadest level – Penn Medicine, UPHS, PSOM

Just Do It Enabler

- Initiative that will further enable or enhance JDI outcomes at the Penn Medicine, UPHS or PSOM level

Foundational

- Establishes the foundation for longer term change at Penn Medicine

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

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