



**Penn Medicine**  
Office of Inclusion, Diversity & Equity



# ANNUAL REPORT | 2020–2021

*“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](mailto: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 >

**DIVERSITY**

**Retain** a diverse community >

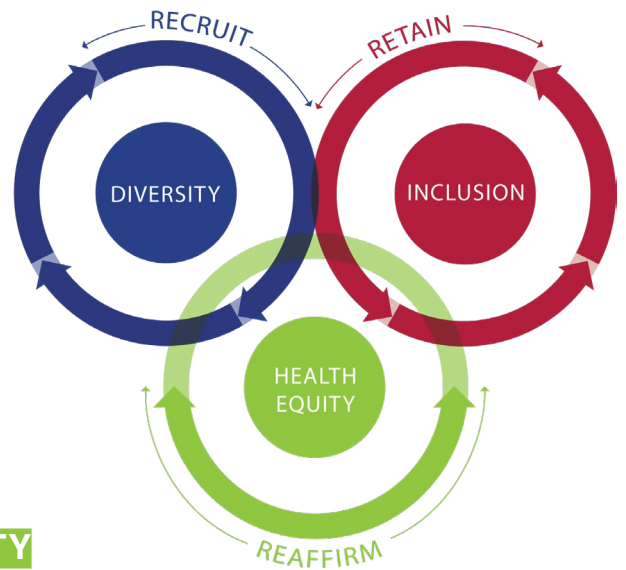
Equitable platform for integrating these perspectives into institutional strategies >

**INCLUSION**

**Reaffirm** inclusivity >

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

**HEALTH EQUITY**



## OIDE DOMAINS

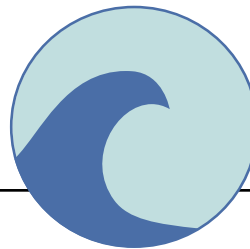
To promote a robust and sustainable infrastructure, our initiatives are divided into four domains:



**FINANCIAL STEWARDSHIP**

**STAKEHOLDER SATISFACTION**

LAGGING INDICATORS



**ORGANIZATIONAL CAPACITY**

**INTERNAL PROCESSES**

LEADING INDICATORS

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.

**12%**  
of entire workforce involved in ACT data gathering



#### 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 ITS'  
TO FUEL CULTURAL TRANSFORMATION  
ACROSS THE ENTERPRISE.



**189**

Facilitators

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

**232**

Actions  
Items

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

**5,581**

Participants

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.

Action	Pillar	Timeline	Metrics
<b>ORGANIZATIONAL CAPACITY</b>			
System for bias reporting, review, action (CHEA)	Culture	Milestone achieved	Reports submitted; volunteers for review committee; track action
Unconscious Bias Training (3 months) – leaders, all Penn Medicine employees (OIDE)	Education	Completed	Confirmed training for all
Establish department/business award for improvement in culture, diversity (OIDE)	Culture	Completed	Honor roll, annual award during MLK Symposium
<b>INTERNAL PROCESSES</b>			
Affirm that confidential bias reporting process is safe and responsive for faculty, staff, and students (OIDE)	Culture	1 Month	Reliable, confidential process posted on OIDE website
Enhance department chair accountability dashboard to include key metrics (OIDE)	People	Completed	Deliver dashboard to executive leadership
Launch new campaign to drive recruitment, retention, and engagement of diverse, skilled individuals (AMP)	People	Completed	Video on AMP website
<b>FINANCIAL STEWARDSHIP</b>			
Work with Development to increase funding for recruitment and retention of diverse faculty and students (OIDE/Development)	People	Key Milestone Achieved	Increased available funds for all tracks as well as bridge funding
<b>STAKEHOLDER SATISFACTION</b>			
Assert “Common Purpose” and collect statements on structural racism from departments, Health System units, Centers, and Institutes (OIDE)	Culture	Completed	Enhance score on “Common Purpose” in future Diversity Engagement surveys
Repeat Diversity Engagement survey per 2015 and 2018 (OIDE)	Culture	Completed	Complete survey



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 Duckett 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.”

- DWAIN 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.



# OIDE 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

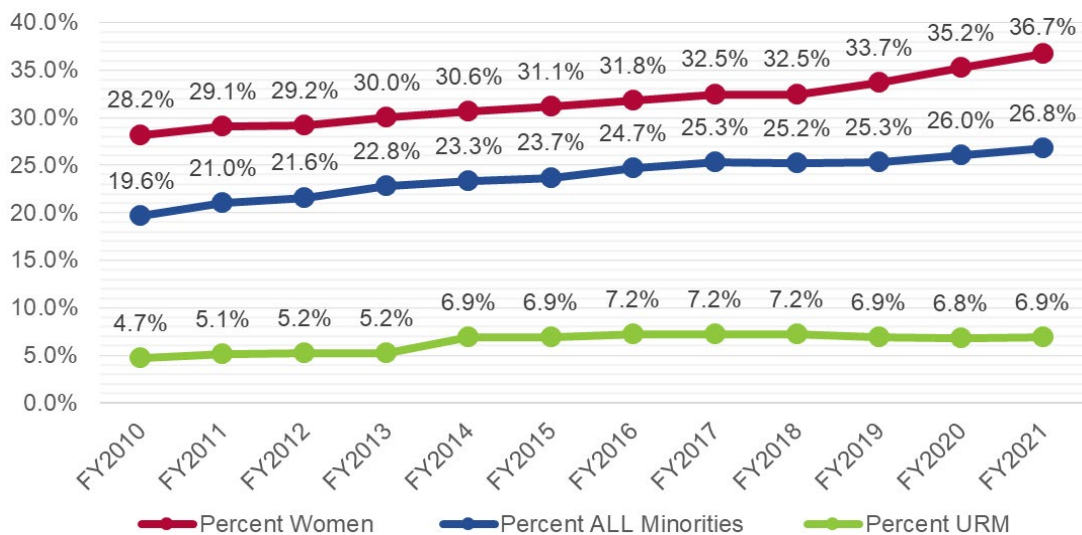
As minority and underserved communities continue to be disproportionately affected by the COVID-19 pandemic, health disparities and inequities are put in stark relief. This cements OIDEs commitment to recruiting and retaining a diverse faculty to promote health equity in the communities we care for and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

**ZERO**  
Perelman School of  
Medicine departments  
without underrepresented  
minority faculty  
members

### PERCENT STANDING FACULTY BY CHARACTERISTIC



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



“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.”

# 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

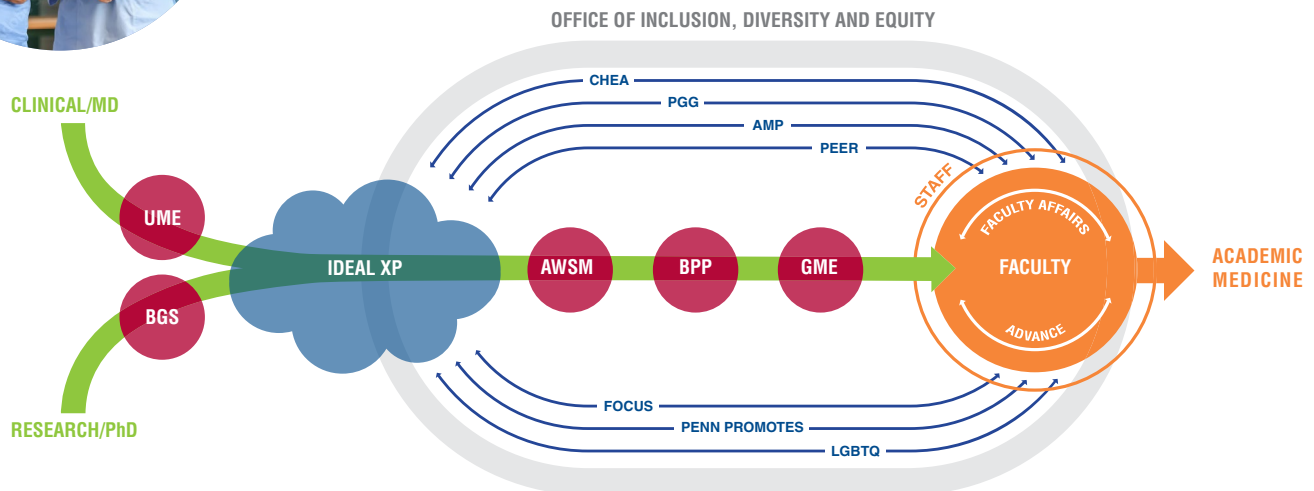
**FOCUS:** FOCUS on Health and Leadership for Women

**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<sup>XP</sup>**.

IDEAL<sup>XP</sup> 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, MEd, 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.

70+

CHEA-facilitated  
ACT input  
conversations

- 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.

25

FOCUS Chats  
in 2020  
20-80 faculty  
in each

## 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.

Connected

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.

Virtual  
workshop to

**589**

attendees in Tobago,  
Trinidad, and the  
Caribbean

## 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

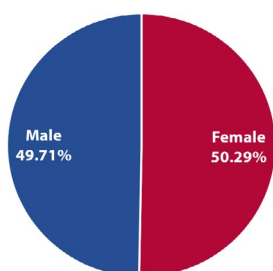
Admission of underrepresented students (UR) into biomedical PhD programs shows significant progress year-over-year.

	2020	2021	% INCREASE
<b>APPLIED</b>	261	353	<b>+35%</b>
<b>ACCEPTED</b>	60	97	<b>+62%</b>
<b>ENROLLED</b>	27	46	<b>+78%</b>

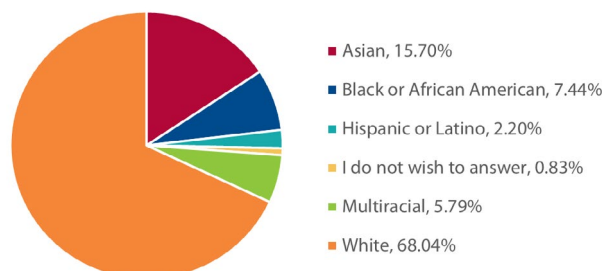
## BPP – BIOMEDICAL POSTDOCTORAL PROGRAMS

FY'21 demographic highlights

**Gender**



**Race of U.S. Citizens/Permanent Residents**



# 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**

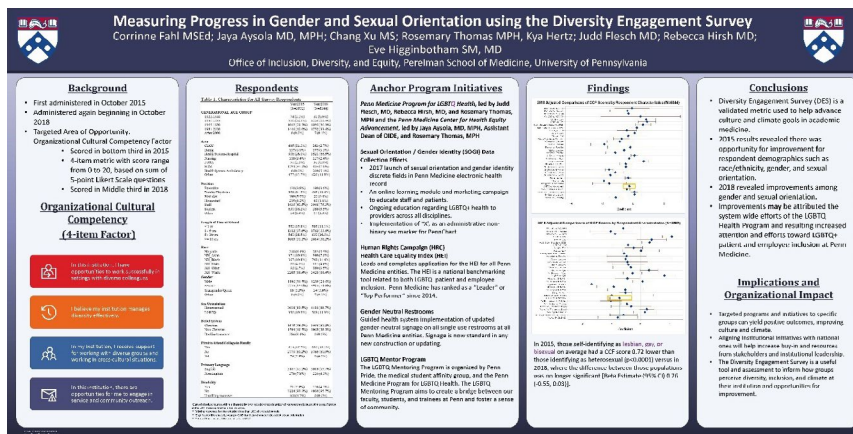
### Sharing Our Learning Through Scholarship

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.**

Ignite Session. AAMC Group on Diversity and Inclusion Annual Meeting, May 2021.

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

Amutah C, Greenidge K, Mante A, Muniyikwa M, Surya SL, Higginbotham E, Jones DS, Lavizzo-Mourey R, Roberts D, Tsai J, Aysola J.

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

N Engl J Med. 2021 Jan 6.

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

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

J Patient Exp. 2020 Dec;7(6):1678-1684.

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.**

Med Educ. 2020 Nov;54(11):1029-1039.



# LEADERSHIP AND STAFF



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



**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



**Kya Hertz CDP®**  
Assistant Director, OIDE



**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

### **María 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





**Penn Medicine**  
**Office of Inclusion, Diversity & Equity**

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[www.med.upenn.edu/inclusion-and-diversity](http://www.med.upenn.edu/inclusion-and-diversity)