

# *culture* TRANSFORMATION INITIATIVE

## *Planning & Progress Report*



In collaboration with the University of Maryland Medical Center  
and the University of Maryland, Baltimore

## OUR COMMITMENT TO CHANGE

Dear Colleagues:

Thank you for your active interest and participation in the University of Maryland School of Medicine's (UMSOM) Culture Transformation Initiative (CTI).

Dean Reece has launched this new initiative with an unwavering commitment to ensure that we have a safe respectful, and inclu-sive work environment for everyone. We know that if we are to be successful, we must engage in continuous, active listening and provide ongoing opportunities for feedback at each step of the change process.

**We have already made tremendous strides.** This school-wide publication is an initial resource guide for the CTI-describing the wide range of activities, programs and committees that are dedicated to making both short-term and long-term changes in critical areas. We are proud to say that many of these have been initiated by members of our community, working collaboratively with UMSOM leadership. Importantly, this publication also **highlights key steps being taken in policy enactment, professional development, equity in faculty promotions and compensation, and culture/climate research.**

CTI cannot exist in the School of Medicine alone. We know that collaboration and coordination between the **UMSOM and the University of Maryland Medical Center (UMMC) and the University of Maryland, Baltimore (UMB)** will be essential to affecting the real change that we desire. We greatly appreciate their support in this endeavor.

We also know that this initiative cannot occur without your help and dedication. We want to take this opportunity to thank everyone who has already been involved and who will become involved in the future. In many ways, this is the ultimate long-term community undertaking. Each of us shares in the responsibility to make this the best possible environment for all of us to work and study.

We are a strong community that often takes on the toughest challenges in our daily work. We know that with the relentless spirit of our people, and the tireless commitment and support of our leadership, **we will be successful in transforming our culture to be the safe, respectful, inclusive and diverse environment that will support our best work and studies.**

Sincerely,

Dean's Culture Transformation Advisory Committee (CTAC)

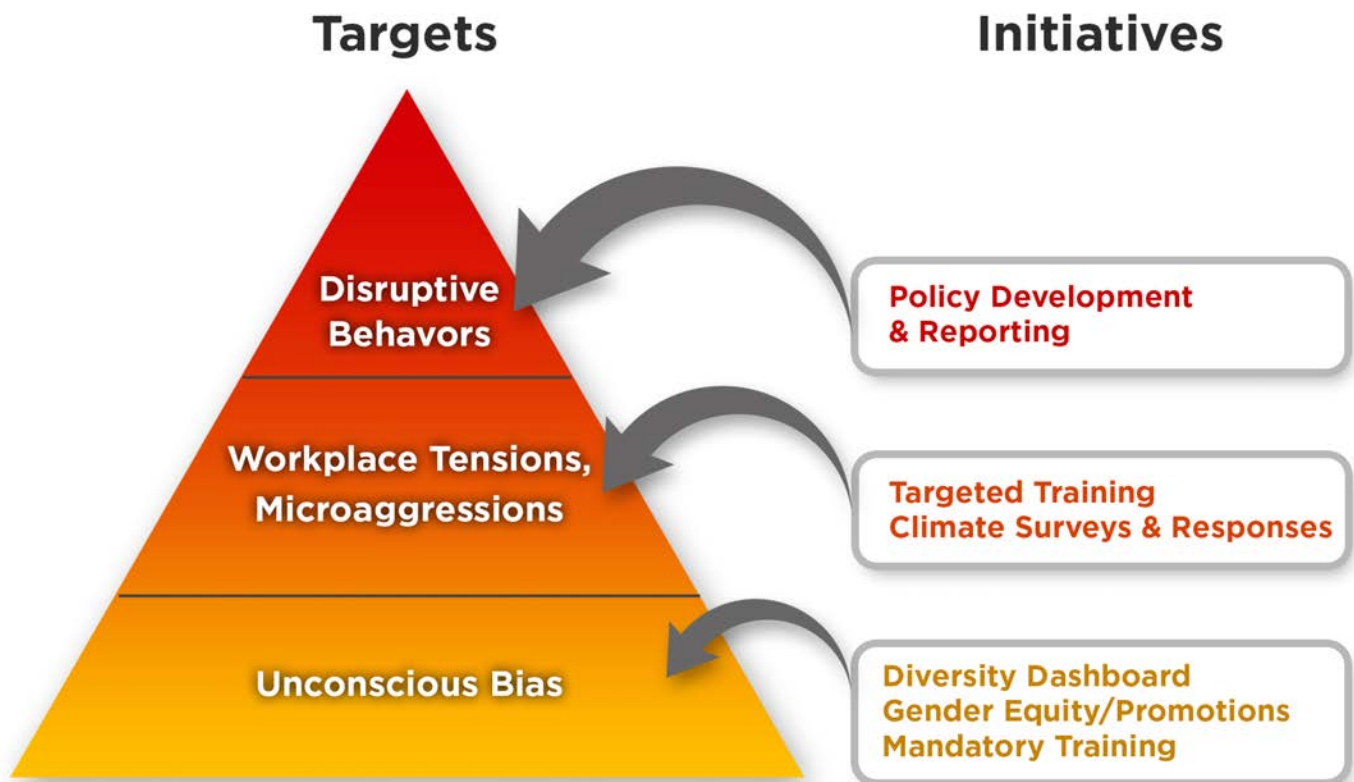
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## CTI GOALS

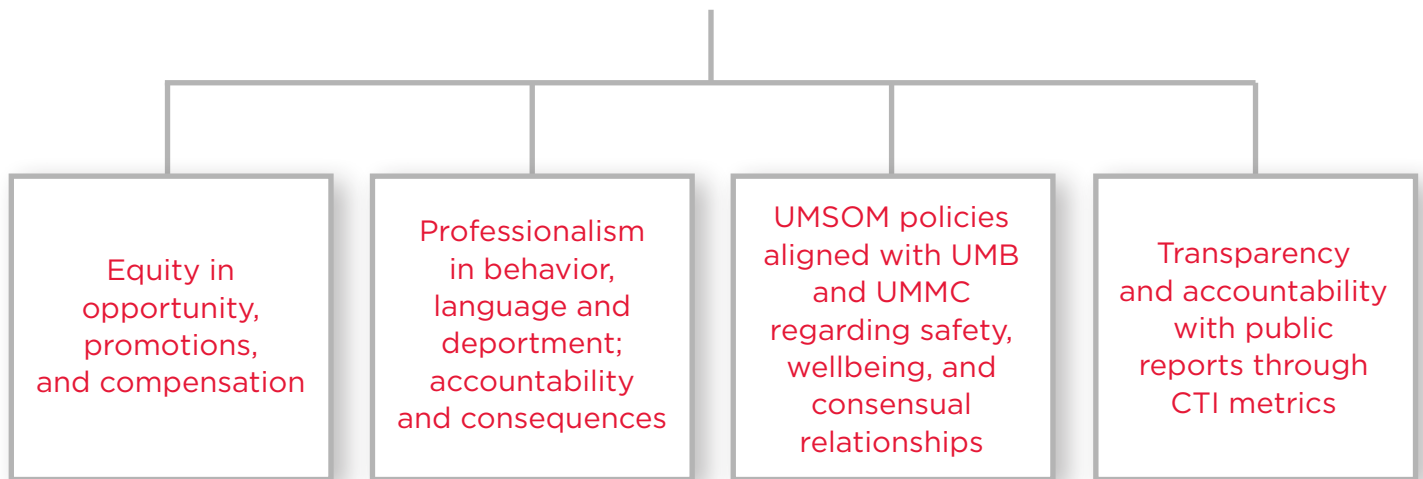
- Create a diverse, inclusive, respectful and professional environment
- Ensure there is diverse, effective and accountable leadership that is unambiguous about its commitment to reducing and eliminating harassment, discrimination and retaliation
- Improve transparency and accountability
- Monitor impact of Culture Transformation Initiative
- Commit to CTI Academic Scholarship

# CTI Framework



UMSOM CTI Framework for Designing Initiatives to Meet Targeted Needs

# Culture Transformation Initiative Activities



*Impact monitored and reported via*

- Website
- Electronic dashboard
- CTI Section of SOMnews



*“The collaboration and coordination between all of the entities involved – the School of Medicine, the Medical Center and the UMB campus – is essential to the success of the CTI.”*

UMSOM Dean E. Albert Reece, MD, PhD, MBA

UMB President Jay Perman, MD

UMMC President & CEO Mohan Suntha, MD



# Culture Transformation Initiative Timeline for Strategic Planning

2018



- Investigation of unprofessional behavior reports
- Town Hall Listening sessions
- Policy development
- Training: Unconscious Bias, Just Culture, Title IX
- Key leadership promotions
- **Achieve 40 percent of women in Dean's Leadership Cabinet**

2019



- Partner with UMB to increase Title IX training and resources, including Bystander Training
- Complete Gender Equity in Compensation Study
- Complete initiative to achieve equity in promotion and compensation among all faculty
- Train additional facilitators and increase Unconscious Bias Training
- Support implementation of Just Culture Initiative at UMMC
- Finalize two key professionalism policies aligned across campus
- Finalize investigations of unprofessional behavior reports
- Review climate survey data
- Develop "hot spot" surveys
- Launch Diversity Dashboard
- Launch CTI Committees (nearly 100 students, faculty, staff, and trainees involved in eight or more committees)
- Launch CTI Journal Club
- Implement CTI Leadership Speakers Series
- Provide logistical support and partner with UMSOM Women in Medicine and Science (WIMS) and other similar groups

2020



- Establish Centers of Excellence for CTI Scholarship Initiatives, e.g. WIMS
- Launch Annual CTI Innovations Forum
- Launch periodic 360-degree evaluation for all UMSOM leaders and designated faculty
- Monitor climate data and hot spot improvements



## EARLY ACTIONS

**The CTI Team has made it an immediate priority to develop and implement specific policies related to sexual relationships and disruptive behaviors in the workplace:**

1. Policies are now developed regarding consensual sexual relationships between faculty and students, trainees, superiors and reportees.
  - *UMMC policy implemented and accessible on the UMMC intranet site.*
  - *UMB policy nearing completion.*
2. Policy is now developed defining disruptive behaviors and stepwise process for addressing these behaviors.
  - *Now approved by UMMC, and accessible on the UMMC intranet site.*
  - *Moving forward to develop aligned policy for faculty and faculty physicians in non-clinical settings.*



# LEADERSHIP & COMMITTEES

## Dean's Culture Transformation Advisory Committee (CTAC)

- The CTAC is the primary advisory group providing input and counsel to Dean Reece on all issues related to the CTI.
- The CTAC is chaired by **Kathleen Neuzil, MD, MPH, FISA**, Professor of Medicine and Pediatrics, and Director of the Center for Vaccine Development and Global Health (CVD), and vice-chaired by **Rodney Taylor, MD, MPH**, Professor and Interim Chair, Department of Otorhinolaryngology. This committee is comprised of students, staff, faculty and members of the Dean's staff.

### Leadership:



**Kathleen Neuzil, MD, MPH, (Chair)**  
Professor of Medicine and Pediatrics,  
and Director of the Center for  
Vaccine Development and  
Global Health



**Rodney Taylor, MD, MPH, (Vice Chair)**  
Associate Professor and Interim  
Department Chair of  
Otorhinolaryngology-Head  
& Neck Surgery

### Membership:



**May Blanchard, MD**  
Associate Professor of Obstetrics,  
Gynecology and Reproductive Sciences  
Division Head, General Obstetrics & Gynecology



**Peter Rock, MD**  
Professor and Martin Helrich Chair,  
Department of Anesthesiology



**David Ingle, MBA**  
Assistant Dean for Academic  
Administration and Human Resources



**Terry Rogers, PhD**  
Professor of Biochemistry and Molecular Biology  
Associate Dean for Research  
Development & Administration



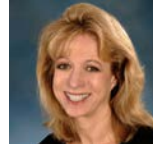
**James Kaper, PhD**  
James & Carolyn Frenkil Distinguished Dean's Professor  
Chair, Department of Microbiology & Immunology  
Vice Dean for Academic Affairs



**Mary-Claire Roghmann, MD, MS**  
Professor of Epidemiology & Public Health Associate  
Dean for Physician-Scientist Training and Trans-Disciplinary  
Research



**Rosemary Kozar, MD, PhD**  
Professor of Surgery  
Director of Translational Research



**Wendy Sanders, MA**  
Assistant Professor of Epidemiology  
& Public Health  
Associate Dean for Research Career  
Development



**Anthony Lehman, MD, MSPH**  
Professor of Psychiatry  
Senior Associate Dean for Clinical Affairs



**Sheri Slezak, MD**  
Professor of Surgery  
Division Head of Plastic Surgery and  
Vice Chair for Faculty Affairs



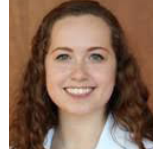
**Donna Parker, MD, FACP**  
Associate Professor of Medicine  
Senior Associate Dean for Undergraduate  
Medical Education



**Nicole Campion Dialo**  
MD/MPH Degree Student,  
Class of 2020



**Sandra Quezada, MD, MS**  
Assistant Professor of Medicine  
Associate Dean for Medical Admissions  
Assistant Dean for Faculty and Multicultural Affairs



**Abby Goron**  
MD Degree Student,  
Class of 2020



## CTI Steering Committee

The CTI Steering Committee is the leadership committee working with **Nancy Lowitt, MD, EDM, FACP**, on the implementation of each of the components of the CTI. It is made up of the chairs of the CTI sub-committees. Four of the sub-committees will be focused immediately on interventions designed to lessen disruptive physician behaviors and minimize workplace microaggressions.

### The sub-committees include:

- Clinical Workplace and Learning Environments
- Medical Students Initiative
- Hot Spots/Immediate Response
- Policy Development
- Scholarship: CTI initiatives will be evaluated with scholarly rigor and results disseminated through publication and presentations
- Women in Medicine & Science (WIMS)/ Gender Equity
- Multi-cultural Affairs
- Anecdotal and Systematic Reporting

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*“As students, we appreciate the opportunities to collaborate with the school’s leadership, faculty and our peers through town halls, panels, and other brainstorming sessions. We look forward to working with the CTI to implement the reform that my fellow students and I hope to see.”*

Jessica Lee, MD Student, Class of 2021

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### Progress To Date:

- Established key priority areas and leadership structure for CTI
- Invited and secured all members for the CTAC
- Began process of identifying and recruiting members to broad range of CTI sub-committees

### Future Planning and Action:

- Complete recruitment of all sub-committee members
- Establish timetable and structure for regular CTAC meetings
- Report sub-committee findings and CTI metrics to CTAC

## EQUITY IN FACULTY PROMOTIONS AND COMPENSATION

- A committee chaired by **James Kaper, PhD** and **Mary-Claire Roghmann, MD, MS**, has completed a full analysis of promotions data across basic science and clinical departments. Based on these findings, two equity in promotions initiatives are being implemented:
- **Annual Faculty Promotional Status Report.** This annual report, developed by the Office of Academic Administration, will include a list of faculty members with a calculation of the number of years to possible promotion. All department chairs will receive this report and be required to develop action plans as part of annual progress reports.
- **New APT Guidelines Committee.** Dean Reece has formed a new APT (Appointments, Promotions & Tenure) Guidelines Committee, which will:
  - Supplement current assessments
  - Contemporize interpretation of scholarly contributions
  - Develop education value units to assess education contributions.
- **Faculty Salary Equity.** Dean Reece has charged **Louisa Peartree, MBA**, Senior Associate Dean and Chief Operating Officer, with conducting a comprehensive UMSOM faculty salary equity study by gender and rank and to identify and address salary inequities.

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*“We must ensure that our promotions guidelines value the new and innovative ways that our faculty engage in educational scholarship.”*

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Nancy Ryan Lowitt, MD, EdM, FACP

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### Members of the APT Guidelines Committee include:

**Mary-Claire Roghmann, MD, MS (Chair)**

Professor of Epidemiology & Public Health  
Associate Dean for Trans-Disciplinary Research and Physician-Scientist Training

**Bennie Jeng, MD (Vice Chair)**

Professor and Chair  
Department of Ophthalmology & Visual Sciences

**Brian Browne, MD**

Professor and Chair  
Department of Emergency Medicine

**Derik Davis, MD**

Associate Professor of Diagnostic Radiology and Nuclear Medicine

**Erin Giudice, MD**

Associate Professor of Pediatrics  
Director, Pediatric Residency Program

**James Kaper, PhD**

James & Carolyn Frenkil Distinguished Dean’s Professor and Chair  
Department of Microbiology & Immunology  
Vice Dean for Academic Affairs

**Donna Parker, MD, FACP**

Associate Professor of Medicine  
Senior Associate Dean for Undergraduate Medical Education

**Jill RachBeisel, MD**

Associate Professor and Interim Chair  
Vice Chair for Clinical Services  
Department of Psychiatry

**Kinjal Sethuraman, MD, MPH**

Assistant Professor of Emergency Medicine

**Sheri Slezak, MD**

Professor of Surgery  
Division Head, Plastic Surgery  
Vice Chair for Faculty Affairs  
Department of Surgery

**Rodney Taylor, MD, MPH**

Associate Professor and Interim Chair  
Department of Otorhinolaryngology- Head & Neck Surgery

**Rose Viscardi, MD**

Professor of Pediatrics  
Director, Joint Departmental Faculty Academic Career Development Program

**Susan Wolfsthal, MD**

The Celeste Lauve Woodward, MD Professor in Humanitarian and Ethical Medical Practice and Associate Chair  
Program Director, Internal Medicine  
Department of Medicine

## DEPARTMENT INITIATIVES

Several UMSOM Departments and Units have organized new discussion and meeting groups, or have re-energized existing groups, focused on culture and diversity issues.

- **Women in Surgery (WIS)** is led by **Sheri Slezak, MD**, and **Kimberly Lumpkins, MD**. This group in the Department of Surgery provides formal structured **opportunities for women faculty and residents/fellows to meet** to review common concerns, and to develop an action agenda for improving culture in the department.
- **Development and leadership programs for women. The Departments of Anesthesiology, Neurology and Pediatrics** have each held faculty development leadership and mentorship programs for their women faculty. The **Shock Trauma Center** has initiated a leadership development program for women and men to develop citizenship skills for leading and managing in a diverse and complex academic environment. Several of these programs model teaching and learning in inter-professional teams.
- **A CTI Innovation Forum will become an annual meeting for department faculty, staff, students, and trainees** to present curricula or other innovations related to culture transformation. The forum will highlight outcomes from programs and activities initiated in individual departments and units.
- **Independent advocacy group: Women in Medicine & Science (WIMS)**. An early goal of the CTI was to support the implementation and early organization of a UMSOM WIMS group for women faculty of the UMSOM. The group links to national WIMS organizations and to local student, staff and campus WIMS groups.

An early organizational WIMS meeting was held in mid-February, 2019. At the meeting, a **new leadership structure was approved**, and a **process for leadership elections and for launching sub-committees was initiated**. The first action item of this newly-formed group was to host the first annual Celebration of Women in Medicine on **September 26, 2019, 4-6 pm in Leadership Hall**. This event, supported by the Office of the Dean, will celebrate women promoted in 2019. The UMSOM WIMS website has launched, and further information is available at [www.medschool.umaryland.edu/WIMS](http://www.medschool.umaryland.edu/WIMS)

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*“The CTI was pivotal in supporting the founding of UMSOM WIMS, an independent advocacy organization for women faculty. WIMS is excited to support the CTI Gender Salary Equity Study and the Promotions Pathway Initiative, which will recognize the contributions of clinician educators. We anticipate fruitful collaboration with the CTI to ensure that ours is a safe, diverse and respectful environment for all faculty.”*

Kimberly Lumpkins, MD

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### Progress To Date:

- Collaborated with new and existing departmental groups and independent groups to help expand, provide support and ensure success

### Future Planning and Action:

- Continue to work with individual departments, students, faculty, staff, trainees and other groups to provide support and ensure that ideas and concerns are elevated and incorporated into future planning
- Establish CTI Innovations Forum as annual meeting to highlight and share successful programs



## CLIMATE SURVEYS AND ANALYSIS

An early goal of the CTI has been to implement climate surveys as a tool to identify “hot spot” areas and assess the most effective action steps. This goal continues with plans for ongoing climate surveys and data analysis to measure progress and inform the CTI planning groups.

- Initial broad climate surveys conducted jointly by UMSOM and UMMC in 2018 led to **identification of clinical departments and workplaces where there have been increased reports of disruptive behavior (designated as “hot spot” areas)**. Problematic individual behaviors and general climate were identified.
- Early initiatives to address these workplace “hot spots” included thorough review of individual reported complaints by the **UMB’s Title IX Office** and by UMSOM and UMMC leadership, leading to targeted interventions.
- Larger scale initiatives included the development and implementation of UMMC’s **“Just Culture”** initiative, and implementation of the UMSOM Unconscious Bias Training program.



### Progress To Date:

- Conducted individual investigations, focusing on respectful and professional behaviors and safe workplaces
- Implemented and analyzed initial climate surveys
- Developed range of new survey mechanisms, now in place:
  - UMB Gallup Polls (periodic)
  - UMMC Patient Safety and Professionalism Survey (summer 2019)
  - Periodic (3-6 month) “hot spot” surveys

### Future Planning and Action:

- Align systematic reporting processes and information
- Measure impact of targeted curricula designed to address workplace needs for “hot spots”

# TRAINING



At the heart of the CTI thus far has been a broad community focus on training at every level of the organization. Most important has been the critical collaboration and training support from our key partners: The University of Maryland, Baltimore, and the University of Maryland Medical Center, and the leaders of these organizations: **UMB President Jay Perman, MD, and UMMC President and CEO Mohan Suntha, MD, MBA.**



- **Annual Title IX Training:** Under the leadership of Mikhel Kushner, JD, MSW, UMB provides **annual mandatory training on sexual harassment for students, faculty and staff.**



This training, which has been in place for several years, defines unacceptable harassing behaviors and provides information on resources for reporting these incidents. The training also provides guidance on how individuals or groups might respond to the use of offensive phrases or words or actions that contribute to unhealthy workplace/learning climates.

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*“The support of UMB’s Title IX Office, under the direction of Mikhel Kushner, JD, MSW, has been invaluable in our efforts to address these issues.”*

Dean E. Albert Reece, MD, PhD, MBA

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- **Just Culture Training:** UMMC leaders in patient safety and human resources are implementing this initiative to promote the use of algorithms when reviewing reports of individual errors or poor performance (related to patient safety/care or dynamics within the medical team). The initiative highlights **careful review of the actions and outcomes**, including consideration of any “system factors” (such as lack of resources or inadequate training) that might have influenced the poor performance. The goal of this initiative is to **use identification of errors as a means of improving the performance of individuals and the institutions, and improving the outcomes for patient care.**
- **Unconscious Bias Training:** Selected UMSOM faculty members have been trained to conduct workshops for faculty, students, staff and trainees to help identify where unconscious biases impact both the simple and complex decisions we make in everyday life.
- **Targeted training programs in individual departments/units:** These training sessions, now under development, will address specific needs, with the goal of improving a specific workplace/learning climate.
- **Bystander Training:** This initiative, a collaboration between the UMSOM CTI Medical Students Initiative subcommittee and UMB, is currently underway.

## Progress To Date:

- Conducted Annual Title IX Training
- Implemented Unconscious Bias Training
- Conducted Just Culture Training for UMMC and UMSOM leaders

## Future Planning and Action:

- Develop Bystander Training
- Monitor and report impact of training programs related to CTI

## PROFESSIONAL DEVELOPMENT/SCHOLARSHIP/ EDUCATIONAL INITIATIVES

One of the key foundational aspects of the CTI will be the specific focus on academic and scholarship programs.

- **A CTI Scholarship Seminar Series** will be launched in September, 2019. This program will include a **Journal Club Series for UMSOM faculty** to present scholarly work and for UMSOM colleagues to learn about the literature and methods for analysis of CTI-related projects. The series will also include leadership keynote presentations by campus and regional/national leaders in this field.
- **National Academy of Sciences Consortium. The UMSOM has been invited to join an Action Collaborative sponsored by the National Academy of Sciences.** This consortium of universities, colleges, and academic medical centers will develop, implement, and study interventions designed to reduce and eliminate disrespectful behaviors and sexual harassment. The Collaborative will launch in **June of 2019 and conclude work in 2024.**
- **Projects by students/trainees.** The CTI is committed to mentoring and promoting the scholarly work of projects developed by students and trainees. CTI will host an annual CTI Innovations Forum for abstract presentations by faculty, staff, trainees and students with feedback and mentoring to presenters for both presentation and publication in external settings.

### Progress To Date:

- Identified a range of educational opportunities to enhance professional development and provide an academic focus on culture and diversity issues

### Future Planning and Action:

- Establish a CME-certified CTI Journal Club designed to increase knowledge of CTI-related literature
- Establish CTI Leadership Forum, CME-certified panel discussions and large-group lectures focusing on CTI topics by UMB and UMSOM/UMMC leaders, as well as outside speakers
- Implement 360-degree evaluation process for:
  - All UMSOM leaders
  - Physician-faculty in targeted departments



## POLICY DEVELOPMENT

There is substantive work already being done as part of the CTI that focuses on specific policies that address professional behavior in the workplace. The goal of each of these policies is to provide guidelines for a safe, respectful, professional environment for work and study.

- **We are in the final stages of two key policies designed to define and address standards for professional behaviors across the UMB campus.**
  - The first will make clear that consensual sexual relationships between faculty and students or trainees, or between supervisors and subordinates, are not appropriate and are not permitted.
  - The second will **define unprofessional faculty and behaviors, and outline in a stepwise fashion how these behaviors will be addressed.**



## COMMUNICATIONS

- A new website will provide continuously updated information, including feedback channels and links to relevant information.  
[www.medschool.umaryland.edu/CTI](http://www.medschool.umaryland.edu/CTI)
- **The UMSOM will provide regular updates on CTI progress**
- Monthly features in **SOMnews**
- A shorthand tag **#TransformMed** will be used across communications platforms to identify content related to the initiative.

### Progress To Date:

- UMB policy which defines and prohibits consensual sexual relationships under certain circumstances is currently under review. This policy will align with a similar policy adopted by UMMC in 2018
- New policy on professional behaviors has been developed and is now adopted by UMMC

### Future Planning and Action:

- Establish aligned policies at UMB/UMMC prohibiting sexual relationships between superiors and subordinates, between faculty and students
- Establish aligned policies at UMMC defining disruptive physician behaviors and their consequences

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*“Accountability begins with having the right policies in place. We must make our definition of acceptable behavior perfectly clear to all members of the UMB community, and with the policies in place to ensure compliance.”*

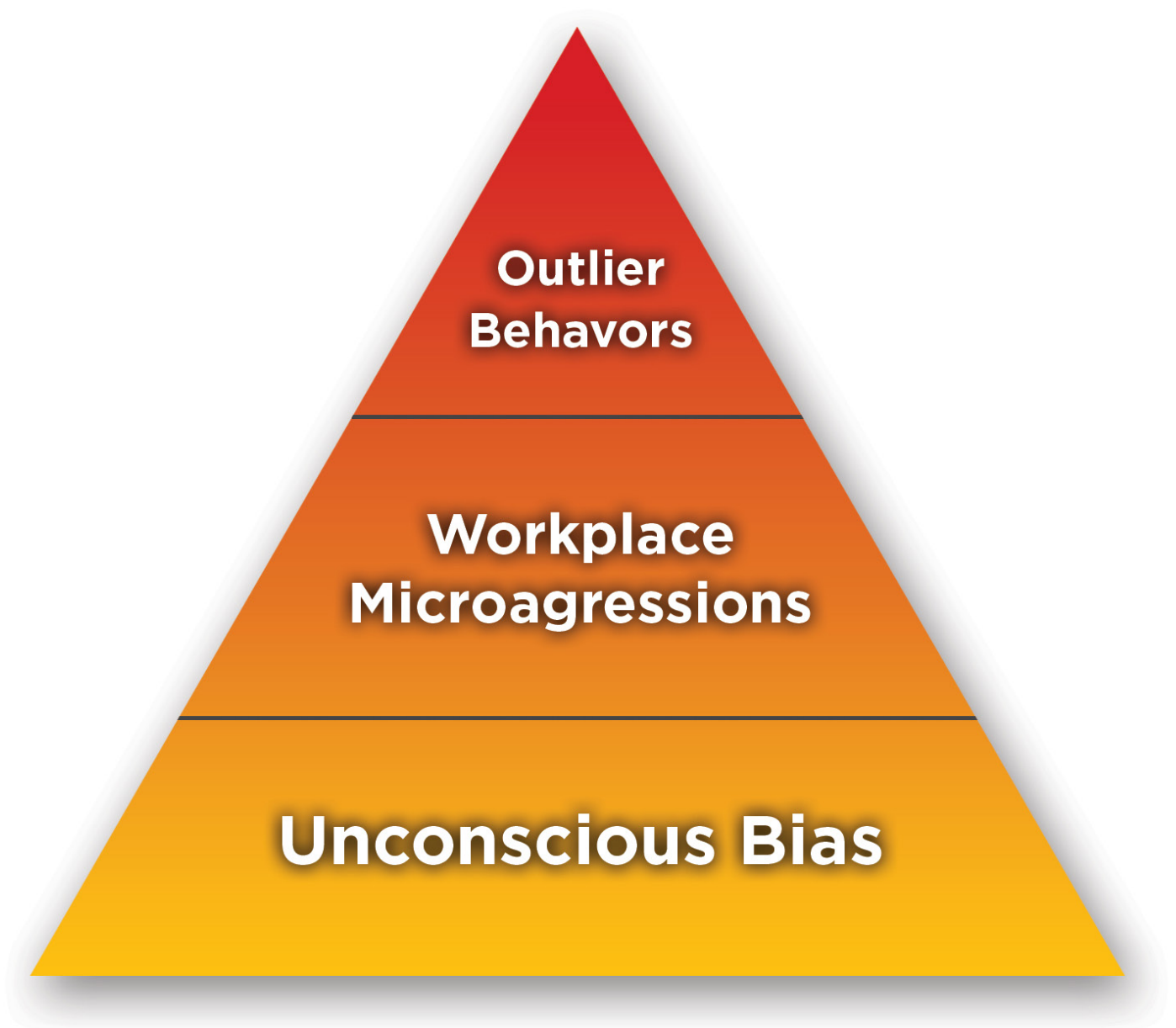
President Jay Perman, MD

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# CTI APPROACH

Our comprehensive approach, in partnership with UMMC and UMB

- How Do We Learn?
- How Do We Respond?
- How Do We Measure Impact?





# Unconscious Bias, Campus-wide Concerns Impact All

## How Do We Learn?

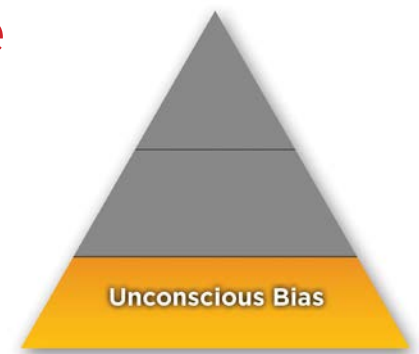
- Listen to those who don't feel included
- Review evidence for equity in opportunity/promotions/compensation/hiring/admissions

## How Do We Respond?

- Mandatory Unconscious Bias Training began 2018
- Diversity Dashboard
- Study equity in promotion rates for UMSOM faculty (underway)
- Study of salary equity (underway)

## How Do We Measure Impact?

- Public reporting of diversity and equity data
- Careful study of climate survey data
- Visual and experiential evidence that we are demonstrating accountability in progress towards goals, in partnership with UMB and UMMC



# Microaggressions Impact Inclusion/Exclusion



## How Do We Learn?

- Climate surveys, in partnership with UMB
  - Gallup survey (now)
  - UMMC Gelfand survey (June 2019)
- Systematically-collected reports
- Individual and group reporting

## How Do We Respond?

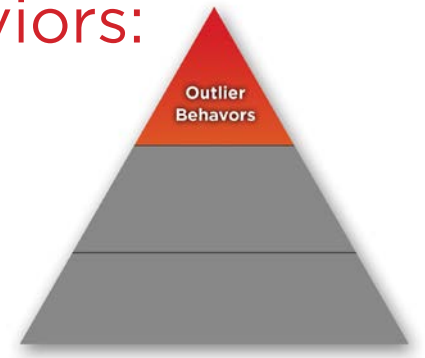
- Identify workplace hotspots
- Implement curricula and other interventions to change behavior norms
- Conduct 360-degree feedback, faculty development
- Just Culture Training, in partnership with UMMC
- Engage students, interprofessional initiatives

## How Do We Measure Impact?

- “Hot spot surveys” (launched in April 2019)
- Outcomes data from climate surveys
  - Aim to demonstrate change over time
- Aggregate 360-degree evaluation data



# Unprofessional, Egregious Behaviors: Harm to Targets and Observers



## How Do We Learn?

### Reports submitted to:

- UMB Title IX
- UMMSafe - UMMS
- TransformMed - UMSOM
- Episodic and systematic student reports
- Family and patient reports
- Press Ganey reports
- Any anonymous reports

## How Do We Respond?

- Thorough investigation of every report
- Feedback reported to reporter when possible
- Ongoing training: Title IX, Bystander Training in partnership with UMB
- Timely interventions

## How Do We Measure Impact?

- Track reports and reporting
- Identify hot spots for follow-up





UNIVERSITY of MARYLAND  
SCHOOL OF MEDICINE

## WHO TO CONTACT

- **UMMC Compliance Line: 1-877-300-DUTY (3889 or [reportIT.net](https://reportIT.net).**  
For both, please use the username: UMMC and password: UMMC.
- **Title IX: Mikhel Kushner**, Office of Accountability and Compliance at: **410-706-1852**, the Hotline at **866-594-5220**, or report through the following website:  
<https://secure.ethicspoint.com/domain/media/en/gui/28588/index.html>.  
All reports and complaints are taken seriously and are investigated appropriately.
- **[TransformMed@som.umaryland.edu](mailto:TransformMed@som.umaryland.edu)** is a confidential email account for anyone wishing to send feedback, concerns, or ideas regarding the culture transformation initiative.

In collaboration with the University of Maryland Medical Center  
and the University of Maryland, Baltimore