Strengthening KPSOM’s Culture: An Evolving Action Plan Framework
December 2022 Update

KPSOM is driven by its mission to provide a world-class medical education that ignites a passion for learning, a desire to serve, and an unwavering commitment to improve the health and wellbeing of patients and communities. In January 2021, the school began a process to strengthen the culture of our community. We set out to develop the structures, processes, and norms needed to establish and maintain a healthy and ever-evolving balance among individual autonomy, teamwork, mutual respect, inclusion and equity, limits and boundaries, and collective purpose.

We provided status and updates on our evolving plan in May and December 2021, and would like to share our annual update for 2022.

The original framework goals were to:

1. Accelerate and advance the further building of a culture that embraces inclusion, equity, and anti-racism. Internal and external experts work with students, faculty, staff, and administrators to undertake together a comprehensive cultural assessment of our school.
2. Deepen our processes for community-building conversations and governance. We will fully operationalize all affinity groups and standing committees.
3. Strengthen communication channels throughout the school. We will survey school members to evaluate current communication approaches and develop additional or alternative strategies.
4. Build a more school-centered infrastructure. We will enhance the human resources and communications functions to serve the specific needs of an academic community.
5. Establish an independent pathway for addressing concerns. We will create a new position of Ombudsperson to help ensure that all community members—students, faculty, staff, and administrators—receive fair and equitable treatment when matters of concern or complaints are raised.

Our progress in 2022 for each of these goals is described below.

1. **Building Our Culture and Community**
   - Conducted the AAMC Diversity Engagement Survey to examine our school’s culture and have begun discussing results in departments/offices/groups to co-create plans for next steps.
   - Leadership team participated in a multi-session “Leading Inclusively” training program.
   - Arranged multiple gatherings for members of our community, such as an all-student Sunday lunch, the Faculty Assembly, a provisional accreditation celebration, a faculty/student social hour, and two receptions for our Board of Directors to interact with our school community.
   - Supported the activities of student affinity groups, faculty/staff affinity groups, and student interest groups.
   - Supported schoolwide activities sponsored by affinity groups such as “Muslim Infinitities,” Día de los Muertos, Lunar New Year, and many others.
   - Rolled out our Black Physician Mentorship Program with about 30 mentors.
   - Sponsored participation in three Belong@KP modules to provide members of our school with a baseline understanding of EID concepts consistent with the broader Kaiser Permanente organization.

2. **Community-Building Conversations and Governance**
   - Continued the Dean’s small group lunch series with students and launched a series with staff and a series with faculty, including at clinical sites.
• Implemented all standing committees and commissioned ad-hoc workgroups to address focused issues (for example, the Ad Hoc Committee on Clinical Education).
• Began developing an Inter-Group Dialogue Program (IGD) to be launched in 2023, including completion of IGD training by OEID team members.
• The Faculty Advisory Council (FAC) sponsored a faculty survey that provided substantive input on school operations and community.
• The FAC, the EID Committee of the Student Council, and the Equity, Inclusion, and Diversity Advisory Committee (EIDAC), along with multiple other committees, continued to serve as forums to offer input on school decision-making.
• Organized a 2023 survey and small group workshops to gather input on our strategic planning process.

3. **Strengthening Communications**

• Enhanced communication vehicles such as the Administration & Facilities newsletter, the quarterly EID newsletter, and the Dean’s biweekly email.
• Established a working group to provide guidance on the communication of national/international events that may be impactful for or concerning to members of our school community.
• Solicited input widely into key school decisions via dedicated email boxes such as for COVID masking requirements, strategic planning, and participation in US News & World Report rankings.
• Enhanced Intranet resources, including for the school’s Medical Education, Faculty, and Equity, Inclusion, and Diversity portals.
• Established a faculty/staff affinity group monthly forum to provide input, share best practices, and gain insights across groups.

4. **School-Centered Infrastructure**

• Selected a permanent Senior Director of Human Resources, who is central to many initiatives to bolster our HR capacity.
• Selected and commenced testing of a schoolwide calendar.
• Named a Faculty Director of Inclusive Curriculum who strategizes and executes on incorporating EID principles into our curriculum.
• Appointed a new Assistant Dean for Equity, Inclusion, and Diversity who has worked in diversity and inclusion for the past eight years and will lead our efforts in constructing an intergroup dialogue program across the school.

5. **Ombuds Officer**

• Hired our inaugural Ombuds Officer experienced in higher education settings.
• Coordinated with the Ombuds Officer on restorative practices work geared to medical education settings.

We are grateful to our entire school community for the energy and ideas you bring to our school as we continue our long-term efforts to nourish and develop our school’s culture. As always, we welcome input on what we have been doing over the past year and what we can do moving forward.