



Road Map Bulletin: A Recap on Road Map Strategies

Happy Friday, Mount Sinai Community –

For the past three and a half months, we've been updating you on our progress to implement the [Road Map for Action to Address Racism and Bias](#)—and today we want to mark a milestone: we are now nearly halfway through our deep dives into the eleven Road Map strategies. We wanted to take a moment to recap these strategies, reflect on progress so far, and talk more about next steps.

First, a quick recap of what we've discussed since August:



[Strategy One](#), led by **Doran Ricks**, RN, MSN, MBA, Vice President of Data Strategy and Stewardship, is working across the system—and with the other ten strategy leads—to develop an equity scorecard to measure performance in order to identify where we are meeting with success and where more, or different, efforts are needed.



[Strategy Two](#), led by **Jeremy Boal**, MD, Mount Sinai's Chief Clinical Officer, centers around providing equity in access to all care settings for all patients through the unification and integration of clinical practices, including payment and regulatory advocacy so that equity is also reflected in insurance payments, no matter what coverage the patient may have.



[Strategy Three](#) is led by **Emma Palmer**, Vice President, Government Affairs and Public Policy, and focuses on enhancing partnerships and accountability with the communities our hospitals serve. This includes working to improve local hiring and workforce training opportunities, increasing our support for local Black and other underrepresented minority vendors, and leveraging the Diversity Innovations Hub to support these businesses.



[Strategy Four](#), led by **Pamela Abner**, Vice President and Chief Diversity Operations Officer, is building connection and community *within* the Mount Sinai Health System to adopt a racial equity culture—focused on listening to colleagues from across the Health System and using that feedback to inform our overall actions to advance racial equity.



Most recently, we covered [Strategy Five](#), led by **Gary Butts**, MD, Dean for Diversity Programs, Policy, and Community Affairs, which aims to forge new and leverage existing strategic partnerships across the Health System to accelerate our anti-racism and equity efforts. This strategy will act as a glue that links the various strategy leads and stakeholders, helping ensure accountability for everyone involved in this work and connecting dots in ways that weren't possible before.

That's where we've been—and in the coming weeks, we'll be diving into the next six strategies. Now, here's what other work is underway.

What does it mean to be antiracist and be a strategy lead? In late November, the strategy leads took part in a half-day retreat with the objective of exploring one's own racial identity and its relationship to systemic privilege and oppression, engaging in interactive learning to understand how to identify and dismantle structural racism, and providing new ways of thinking about how to lead with an anti-racist lens. The strategy leads had the opportunity to open up to one another, share about their lived experiences around race, begin to build trust as a leadership group, and see firsthand how and why they need to unlearn the norms that perpetuate systemic racism and hold us back from becoming an anti-racist institution.

As **Ann-Gel Palermo**, DrPH, Senior Associate Dean for Diversity, Equity, and Inclusion, Icahn School of Medicine at Mount Sinai and Chief of Diversity, Equity, and Inclusion in Education and Research, Mount Sinai Health System, shared with us the idea behind

the retreat was to make clear that **“there is no neutrality in racism—you either participate in it, or you disrupt it.”**

In the same spirit of this retreat, we invite every member of the Mount Sinai community to join the strategy leads in a shared journey of becoming an anti-racist institution and reflect on the question: **what do I have to learn and unlearn about how racism impacts my life?** We also encourage everyone to join one of these upcoming events:

Chats for Change: Racism: Generational Differences —Join facilitators **Leona Hess**, PhD, Director of Strategy and Equity Education Programs at the Icahn School of Medicine at Mount Sinai, and **David Muller**, MD, Dean for Medical Education, Professor and System Chair at the Icahn Mount Sinai, to discuss if millennials understand and experience racism differently than people from older generations and how this impacts the ways in which we work and learn in our environment. The discussion **on Tuesday, December 7, at noon**, will unpack these generational differences and explore how we can turn them into opportunities. [Register here](#).

Leading with Confidence and Owning Your Voice — on **Thursday, December 9, at 11 am**, the **Black Women Leaders Connect** employee resource group will host a panel discussion with **Maxine Legall**, Director of Patient Experience and Cultural Transformation at Mount Sinai Morningside; **Germaine Nelson**, Clinical Program Manager at the Selikoff Centers for Occupational Health at the Icahn School of Medicine at Mount Sinai; **Lucia Lee**, VP of Media and Public Affairs for MSHS; and **Calandra Branch**, Senior Director of Network Operations at MSHS. [Register here](#).

All the best,

Angela and Shawn