

## ■ The Road Map Bulletin ■



**TO:**                   **The Mount Sinai Family**

**FROM:**           **Gary C. Butts, MD**  
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### **Road Map for Action Bulletin and 11 Strategy Leads**

Last week, Dr. Davis and Dr. Charney shared an important update on Mount Sinai's work so far to implement the [Road Map for Action to Address Racism and Bias](#) and our journey to become an anti-racist institution. As that broadcast mentioned, as part of our efforts to keep everyone informed, and more importantly to show you how to get involved, we are launching a new newsletter on these efforts. Transparency, accountability, and community involvement are critical to this necessary and important work—and we hope this newsletter will keep everyone informed and involved as we continue putting the 11 Road Map strategies into action.

To that end, today we are excited to introduce everyone to the two Mount Sinai colleagues who will be jointly authoring this weekly Road Map newsletter: Angela Diaz from the Icahn School of Medicine and Shawn Lee from the Mount Sinai Health System.



**Angela Diaz, MD, PhD, MPH – Jean C. and James W. Crystal Professor in Adolescent Health, Icahn School of Medicine**

Dr. Diaz, who joined Mount Sinai in 1981, will represent the Icahn School of Medicine, where she is a professor in the Departments of Pediatrics, and Environmental Medicine and Public Health. In addition, Dr. Diaz was a member of the Task Force to Address Racism and serves as the Director of the Mount Sinai Adolescent Health Center, which has 34,000 young people in its patient roster and provides services to more than 12,000 vulnerable and disadvantaged youth yearly. Through these efforts, Dr. Diaz plays a major role in promoting health equity throughout New York City and around the globe—work that connects with many of the *Road Map* strategies.

**Shawn Lee – Associate Director of Operations, Central Billing Office**

Shawn Lee will represent the Mount Sinai Health System on the *Road Map* newsletter team, bringing his perspective as a 15-year veteran of Mount Sinai and an active member of the



Task Force to Address Racism. Over the last year-plus, Shawn has played a vital role in getting the *Road Map* off the ground and keeping the entire team focused on the goal at hand. Shawn first joined Mount Sinai a decade and a half ago as a Business Associate in the Emergency Department and now serves as Associate Director of Operations in the Central Billing Office, which provides a variety of services for a large portion of the Faculty Practice Associates and is growing in scope.

Every Thursday, Angela and Shawn will share updates on the work to become an anti-racist institution, including deep dives into each of the 11 strategies, highlights of how this work impacts our Mount Sinai community, and historical context about the effort. We know that Angela and Shawn share a deep-rooted commitment to ensuring Mount Sinai becomes an anti-racist institution where everyone—no matter their race or ethnicity—is fully heard, respected, and supported, and we are very grateful and thank them for volunteering to keep our Mount Sinai family up-to-date and engaged on this critical work.

Today, we also want to introduce everyone to the 11 individuals who are responsible for the execution, delivery, and updates for the Road Map strategies. Each of these leaders were chosen because they have the institutional access, knowledge, and understanding to lead their strategy and move it forward. They are:



**Doran Ricks – Vice President, Data Quality and Stewardship**

Strategy 1: *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.*



**Jeremy Boal – Chief Clinical Officer**

Strategy 2: *Unify and integrate clinical practices. Advocate for payment and regulatory mechanisms that would allow for the full integration and unification of clinical practices, regardless of insurance status.*



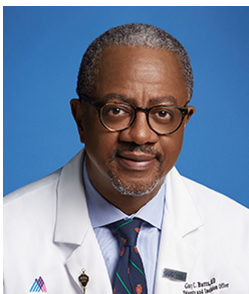
**Emma Palmer – Vice President, Government Affairs & Public Policy**

Strategy 3: *Enhance community partnerships and accountability.*



**Pamela Abner – Vice President and Chief Diversity Operations Officer**

Strategy 4: *Build connection and community within the Health System to advance a racial equity culture.*



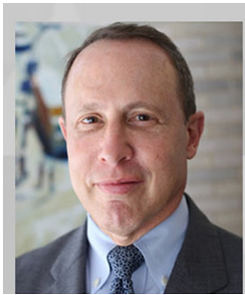
**Gary Butts – Chief Diversity and Inclusion Officer**

Strategy 5: *Forge new, and leverage existing, strategic partnerships and networks within the Health System to accelerate and spread anti-racism and equity efforts.*



**Stephen Harvey – Interim Chief Financial Officer for the Mount Sinai Health System**

Strategy 6: *Develop a sustained financial investment in racial equity and anti-racism efforts and programs.*



**Jeff Silberstein – Chief Administrative Officer**

Strategy 7: *Examine and redesign business structures with an anti-racist and equity lens.*



**Jane Maksoud – Chief Human Resources Officer**

Strategy 8: *Increase recruitment efforts, hiring, and retention of Black and other underrepresented minority (URM) staff and faculty and ensure they are in all levels of leadership, including high-impact leadership roles in the Health System.*



**Diane Adams – Chief Learning Officer**

Strategy 9: *Promote racial equity in mentorship.*



**Art Gianelli, Chief Transformation Officer**

Strategy 10: *Enhance leadership learning, capacity, knowledge, engagement, and accountability so that all leaders are able to participate fully in anti-racism and equity efforts.*



**Ann-Gel Palermo, Senior Associate Dean for Diversity, Equity, and Inclusion**

Strategy 11: *Provide anti-racism education and resources throughout the Health System in order to foster a learning community at all levels and to help advance an anti-racism and equity culture.*

In closing, we'd like to remind everyone of our founding mission—to serve all of our communities, especially underserved groups, the oppressed, and those experiencing bias. Upholding this mission means we must intentionally work toward becoming an anti-racist institution. That will require every one of us to take big and small actions daily to improve ourselves, better our organization, and enhance the care we provide for our patients. Put simply, anti-racism requires us all to be active participants.

Though it is far too easy for us all to get swept up in the week's work, we sincerely hope you will set aside a few minutes to read this short newsletter each week. This will help us learn and grow together. In the meantime, we encourage you to learn more about the [Road Map for Action](#), engage with our [conversations toolkit](#), and explore our [United in Solidarity resource guide](#).

With respect and admiration,  
Gary and Jeremy

[Road Map for Action Website](#)

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