



January 27, 2022

## Road Map Bulletin: Increasing Diversity in Mount Sinai's Recruitment, Hiring, and Retention Efforts — Strategy 8

This week, we're discussing **Strategy 8: Increasing recruitment efforts, hiring, and retention of Black and other underrepresented minority (URM) faculty and staff and ensuring diversity in all levels of Health System leadership, including roles with high impact.**

**Strategy Lead and Chief Human Resources Officer Jane Maksoud** spoke with us about how Mount Sinai's recruitment and promotion processes will expand to be more thoroughly grounded in anti-racist thinking—and thus more equitable. Some of this may sound similar to what Chief Administrative Officer Jeff Silberstein outlined in the [Strategy 7 Bulletin](#) a few weeks back.



But, as Jane described, this duplication is by design: “The Road Map architecture is intentionally synergistic—creating a framework in which each initiative strengthens the whole and confirms our goals are woven into the very fabric of the Mount Sinai culture.” This prevents the work from becoming siloed and elevates each step in the Road Map into a community effort.

Road Map Strategy 8 is an extension and formalization of Mount Sinai's ongoing commitment to ensuring that our Mount Sinai family, at all levels, fully reflects the communities that we serve. She told us that while diversity has always been a goal, the Road Map puts that goal into “bold relief” and makes diversity a primary focus.

During her 20+ years in Human Resources (HR), Jane has seen Mount Sinai make great progress in diversifying our employee population, but she says we must keep moving forward, as there is more work to be done, with special attention to leadership roles across the system.

The changes being made by the HR Department, in collaboration with many others, began with foundational efforts that may seem small, but have the potential for significant impact and allow Mount Sinai to disrupt existing structures in favor of more inclusive processes.

One example of an improvement is how a team of diverse HR professionals reviews job descriptions for the Mount Sinai Health System to ensure they include specific, thoughtful, and deliberate anti-racist language. This is intended to communicate our values at the very outset of Mount Sinai's relationship with a potential employee and to encourage URM candidates to apply for open positions.

Now, the system Vice Presidents from HR and Labor Relations, collaborating with Pamela Abner, Vice President and Chief Diversity Operations Officer, are reviewing system HR policies through a lens of equity to uphold anti-racist behaviors and practices. The end goal is a comprehensive human resources system—from job postings to policies for existing staff—that fully and deliberately embraces anti-racist thinking.

In her words, Jane describes this system as one in which **“we’re not just looking to simply accept each other’s special attributes—we’re looking to celebrate them and appreciate the unique ways those distinctions define us and make us stronger as an organization.”**

Having these policies in place will allow the HR team to make additional modifications to our systems for recruitment and promotion. This next step will expand upon some of the relationship-based recruitment paradigms of the past and embrace new approaches in which candidates from under-represented or marginalized groups are mentored and supported from within the Health System. This includes new programs like the [Black Executive Acceleration Program](#) and using external recruitment consultants who have demonstrated success in talent acquisition and who are specifically aligned with our anti-racist mission.

As we mentioned at the beginning of this note, Strategy 8 intentionally overlaps and works in concert with other Road Map strategies—and we look forward to diving deeper into the mentorship programs in a few weeks. Until then, we hope you will engage in anti-racist activities by attending an upcoming event.

All the best,  
Angela and Shawn

## Join Us for an Upcoming Event

**Chats for Change: Racism x Immigration**—Join facilitator **Jenn Meyer, LMSW, MPH, Global Health Program Coordinator at the Icahn School of Medicine at Mount Sinai**, on **Tuesday, February 1, at noon** to discuss how immigration laws are rooted in racism and how the courts and general society support these policies. Topics will range from the border wall and the Immigration and Customs Enforcement (ICE) agency to policies separating children from their parents and travel bans. The discussion will cover the long history of racism in the U.S. immigration system, the impacts on immigrants and potential immigrants, and reimagining a more equitable system. [Register here](#).

Road Map for Action

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