



January 13, 2022

## Road Map Bulletin: Designing Mount Sinai's Equitable Business Structures —Strategy 7

Today we're taking a deep dive into how our Health System operates and is led with Road Map Strategy 7: **examining and redesigning business structures with an anti-racist and equity lens.**

This strategy is led by **Jeff Silberstein, Chief Administrative Officer for the Mount Sinai Health System**, who spoke with us to detail what's at the core of this wide-ranging topic and how he and his team are working to make lasting, structural changes. Big picture: examining and redesigning business structures is about gaining deep insight into, and addressing, the frequently unintended consequences of our various policies and practices that hold in place or lead to inequity.

For too long, the desire to diversify Mount Sinai was left unfulfilled due in part to siloed workstreams, ineffective feedback mechanisms to analyze and address the promotion and retention of minority staff members, and a lack of cross-department collaboration on diversity, equity, and inclusion efforts. This work is bigger than one or two departments—and Jeff plans to ensure that partnership and teamwork play a significant role in this joint effort.



Jeff explained that the first focus for his strategy is diversifying Mount Sinai's leadership recruitment and promotion processes, with a distinct anti-racist focus. According to Jeff, this work is twofold. He told us it starts with "establishing a better recruitment process in the immediate term," including using new recruitment firms that are more closely aligned with our anti-racist mission. At the same time, he and his team

are “building a more diverse talent pipeline internally,” so that we never lose the opportunity to develop and promote BIPOC (Black, Indigenous, and Person of Color) candidates from among our own ranks.

While the new focus on diversifying our candidates pool through these recruitment firms will help, Jeff also explained that a central aspect of building this more diverse and equitable recruitment structure is ensuring that search committees—the groups that meet to review candidates and decide on job offers—reflect the diversity of our Health System, our patients, and the leaders we want to recruit. Jeff shared that restructuring these committees allows us to access diverse networks of potential candidates and ensures those making hiring decisions understand each individual candidate’s challenges and accomplishments, creating a process in which Mount Sinai goes the extra mile to retain the best person for each job, regardless of background.

For Jeff, this work is about more than just its impact within our Health System. **He told us that he sees the effort to make Mount Sinai an anti-racist institution as part of a national reckoning, where we all must do “whatever we can to advance and ensure equity.”** Jeff told us that “at Mount Sinai, we’re taking this opportunity to do our part—however large or small—to move our country in the direction where everyone has equal access to job opportunities and health care. That starts with having diverse leadership.”

As Jeff and his team continue this work, they will also turn their attention to other areas like diversifying Mount Sinai’s supply chain. With more on the horizon, Jeff says that he feels energized, knowing that while **“we know we're not yet where we need to be, we're heading in the right direction.”**

With that note of hope—that progress will prevail—we invite you to join one of our events this upcoming week:

## Join Us for an Upcoming Event

### **Chats for Change: Deeper Dive Series on White Supremacy Culture**

**Characteristics: Fear** — Join facilitators **David Muller, MD**, Dean for Medical Education, and **Leona Hess, PhD**, Director of Strategy and Equity Education Programs, on **Tuesday, January 25, at noon** to continue the discussion of racism and white supremacy culture. Examine how both use fear to disconnect us from each other across lines of race, within our racial groups, from ourselves, from the earth, and from the wisdom we carry inside us. Explore how white supremacy culture's number one strategy is to make us afraid, and brainstorm what we can do to address this fear. [Join on Zoom](#).

### **Dramatic Reading of Dr. Martin Luther King, Jr.'s *The Drum Major Instinct***—

Mount Sinai employees are invited to join Theatre of the War virtually on **Monday, January 17, at 7 pm** for a reading of Dr. King's powerful, cautionary sermon about the impulse in all humans to be first. This reading is for diverse audiences, with the goal of generating powerful dialogue about racism, inequality, and social justice, fostering compassion, understanding, and positive action. These readings are accompanied by original and arranged music composed and conducted by Dr. Philip Woodmore, performed by De-Rance Blaylock and Duane Foster (former teachers of Michael Brown, Jr.), and John Leggette (St. Louis Metropolitan Police Detective). [Click here to register](#).

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