



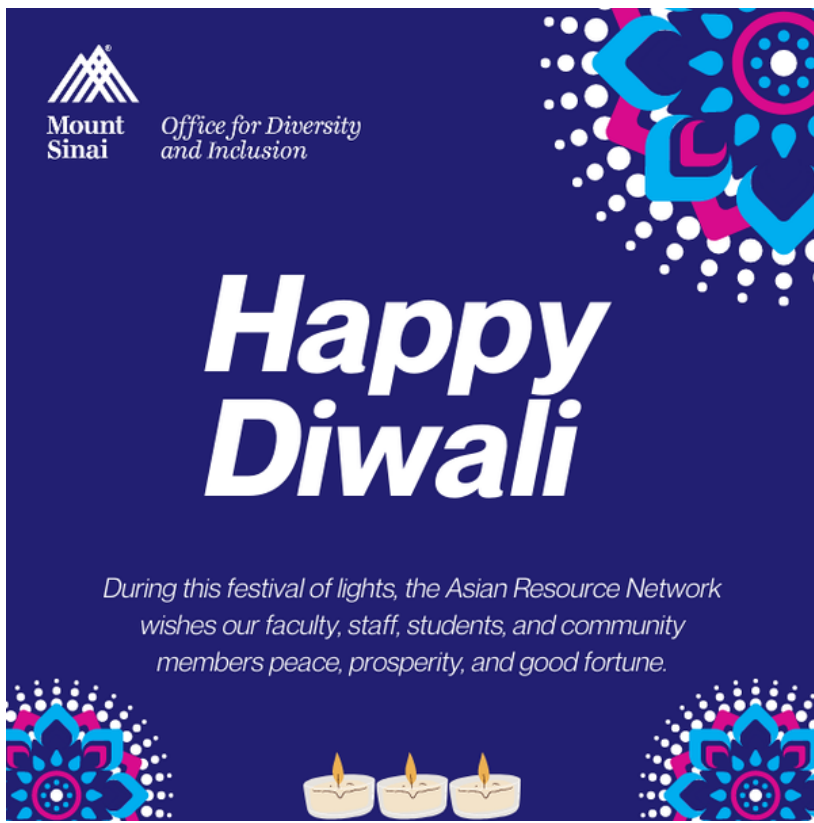
November 4, 2021

Road Map Bulletin: A Deep Dive into Strategy #5

Happy Thursday, Mount Sinai community –

We want to start today's Bulletin by highlighting two important recognitions in November.

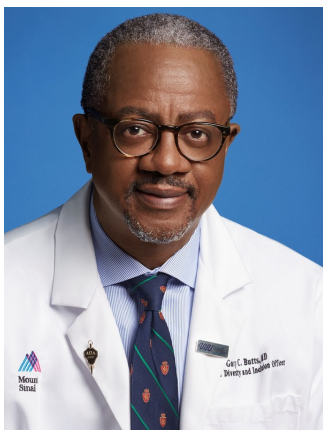
First, as many of you know, today is Diwali, a holiday celebrated by many religions across the globe, including Sikhs, Hindus, Jains, and some Buddhists. Together with our colleagues at the Mount Sinai Asian Resources Network (ARN), we encourage everyone to learn more about Diwali by reading [here](#) or checking out the [All American Diwali](#) and [Flushing Town Hall's Diwali Festivals](#).



Second, November is **Native American Heritage Month**, when we celebrate and pay tribute to the rich history, art, and culture of Native Americans. You can learn more at the official US government [Native American Heritage Month website](#), which contains resources from the National Parks Service, the Library of Congress, and other institutions.

Today, we are also continuing our journey through the Road Map for Action strategies, and this week we caught up with **Gary C. Butts, MD**, Executive Vice President and Chief Diversity and Inclusion Officer for the Mount Sinai Health System and Dean for Diversity Programs, Policy, and Community Affairs at the Icahn School of Medicine, to discuss Strategy #5:

Forge new, and leverage existing, strategic partnerships and networks within the MSHS to accelerate and spread anti-racism and equity efforts.



Way before the Task Force to Address Racism and the *Road Map for Action*, Gary was championing improving equity within the Mount Sinai community. For example, he served as director of the **Center for Multicultural and Community Affairs** for more than 20 years and has led initiatives to increase diversity and advance equity amongst Icahn Mount Sinai's student body and staff—and provided care for children and families in East and Central Harlem for over three decades.

More recently, he led the effort to launch the **Diversity Innovation Hub**, a Mount Sinai venture that aims to address the lack of inclusion of women and ethnic

minorities in innovation and technology and to use social entrepreneurship to address social and structural determinants of health.

Gary's background fits well with Strategy #5, which he views as a **strategic connector or glue that links the various strategy leads and stakeholders while helping ensure accountability for everyone involved in this work**, from the Board of Trustees and the Executive Diversity Leadership Board to Diversity Councils and Employee Resource Groups to staff at all levels throughout the Health System.

The idea is to, in Gary's words, "**intentionally connect the dots in ways that have not been possible before**," breaking down silos and ensuring everyone is working across disciplines in a fully participatory way toward the goal of equity and becoming an anti-racist organization.

He also cautioned that this work is "bound to be messy at times" and might make people—himself included—uncomfortable at first. However, in his mind, that discomfort is necessary if we want to truly embrace new ideas and behaviors to transform our system. **Gary explicitly told us that "people need to hear that even for Gary Butts, these are, at times, uncomfortable conversations, but we are becoming a little more comfortable being uncomfortable—and we need to if we want to make real change."**

While Strategy #5 may sound abstract, there are already real-world examples of how Gary and his team are breaking down barriers and strategically connecting anti-racist work across the Health System.

For instance, as some of you may remember from our [second Bulletin](#) back in early September, **Strategy #1** is focused on collecting, analyzing, and using data related to equity to help Mount Sinai become an anti-racist institution. So, last month, Gary connected the **Icahn Faculty Diversity Council** to **Doran Ricks**, Vice President of Data Strategy and Stewardship and the head of Strategy #1, to begin integrating diversity data about the school's faculty. Critically, the partnership did not end there: a member of the Faculty Diversity Council has been recommended to join the Strategy #1 team to ensure planning and resources can be shared seamlessly and more effectively as this work continues.

For Gary and his team, partnerships like this will ensure the eleven Road Map strategies are aligned, sharing information, and ultimately successful. Throughout our conversation, Gary also highlighted that **becoming an anti-racist institution will also make the Mount Sinai community better health care providers.**

At the end of the day, for him, an important goal is changing "**how we behave at the bedside, how we treat our patients and each other.**" And the only way for us to make that change is, as Gary said, getting comfortable having uncomfortable

conversations and “**making a change within ourselves and collectively addressing the deep structural and systemic underpinnings that perpetuate racism.**”

In alignment with Dr. Butts’ comments on breaking up silos and connecting people across Mount Sinai to combine efforts, we encourage everyone to find ways to become more involved with diversity initiatives across the Health System. Whether it’s attending “Chats for Change,” reaching out to the Office for Diversity and Inclusion to identify the Diversity Council or Employee Resource Group nearest to your location, working across Employee Resource Groups to enhance awareness, or reviewing the [Road Map strategies](#) and [Bulletins](#) with your teams frequently to see how these different resources can positively impact our organization—all of this work helps us move toward an anti-racist future. **We are also asking members of the Mount Sinai community to print out the attached “recap” flyer, which highlights a Bulletin topic from the last month, and put it up on your units or in other shared spaces.**

If you want to be a part of these conversations and help create that change, we invite you to join an event in the coming weeks:

Join Us for an Upcoming Event

Chats for Change: Critical Race Theory: What it is and What it isn’t—Join facilitators Alia Barnes and Peter Zweig on **Tuesday, November 9, from noon to 1 PM** to discuss Critical race theory. Explore what it is, what it isn’t and how it sparked a national firestorm. [Register on Zoom.](#)

[Road Map for Action](#)

[Past Bulletins](#)
