



February 24, 2022

Happy Thursday, Mount Sinai Community—

Today we are covering **Strategy 10: Enhancing leadership learning, capacity, knowledge, engagement, and accountability** so that all leaders can participate fully in anti-racist and equity efforts across the Mount Sinai Health System.

This strategy is led by **Arthur Gianelli, FACHE, Chief Transformation Officer, Mount Sinai Health System, and President, Mount Sinai Morningside**, who has been working with his team to achieve Strategy 10 goals including:

- Building equity and anti-racism into the Mount Sinai Health System

Leadership Academy

- Creating a pipeline to develop leaders among Mount Sinai's Black and other under-represented minority (URM) staff
- Ensuring Mount Sinai is inclusive of Black and other URM candidates when filling leadership vacancies
- Committing to advancing racial diversity on the Boards of Trustees
- Increasing executive leadership's commitment to self-reflection and anti-racist education
- Making sure all leaders provide mentorship to Black and other URM staff members and increasing the number of URM mentees at every level



Some of this work may sound familiar because by design Strategy 10 overlaps with other Road Map strategies. Strategy 9 lead **Diane Adams**, who works closely with Art and his team, told us that these overlaps are a distinct strength of the initiative. “This is a recognition that in order to move forward, we need a community of Mount Sinai citizens locking arms and working toward a shared goal of becoming an anti-racist organization,” Diane said.

Though the strategy is broad, its core is developing a definition and framework for leadership that fundamentally incorporates anti-racist thinking and action and embraces equity.

To that end, Art and his team, along with Diane and Strategy 11 Lead and Task Force Advisor Ann-Gel Palermo, DrPH, are creating a Mount Sinai-specific leadership model that helps drive anti-racist transformation and change. When coupled with **Mount Sinai's philosophy that leaders can be anyone with the influence to push people toward a shared goal**, our anti-racist leadership framework can and will be applied across the Health System. So whether you are a leader at the Icahn School of Medicine, at a hospital, or in a department, you will receive a standardized system of tools necessary for working toward equity.



Art tells us that while he has been busy creating this new leadership model, other strategy leads have been working in concert to develop a pipeline of programs for leaders to use in their day-to-day work.

“Strategy 10 relies on our Road Map colleagues to leverage their expertise,” he said.

"Whether we are talking about new mentorship, education, or recruitment programs—like the [Black Executive Acceleration Program](#) and Brave Spaces—we are helping take others’ efforts and multiplying them by incorporating them into a model for all leaders at Mount Sinai. That way, the equity and anti-racism work grows from both the ground up and the top down,” said Art.

This synergy between strategies is key to the Road Map’s success in how it breaks down traditional departmental barriers, ensuring that all anti-racist and equity initiatives are built in tandem to strengthen each other. Revisiting Strategies [7](#), [8](#), and [9](#) will offer you a glimpse of how they work in concert with Strategy 10.

We again encourage Mount Sinai leaders to use the huddle headlines in your team meetings and start to think about what kind of impact a standardized model that creates equity for all employees, no matter their race, could have in your department.

As always, we encourage you to attend an upcoming event to learn more about Mount Sinai’s efforts to become an anti-racist institution

All the best,

Angela and Shawn

Please Join Us for an Upcoming Event

Chats for Change: Racism x Feminism—Join Chats for Change on **Tuesday, March 1, at noon**, to discuss who the mainstream feminist movement advocates for and who is left out. The discussion will cover the racial divide within womanhood and the implications and limitations of a rights movement that often leaves the most marginalized behind. [Join here](#).

[Road Map for Action](#)

[Past Bulletins](#)