



September 2, 2021

Road Map for Action Bulletin 2: A Deep Dive Into Strategy One

Happy Thursday, Mount Sinai Community,

As we outlined last week, this Road Map *Bulletin* is designed as a resource to keep everyone informed and involved with Mount Sinai's work to become an anti-racist institution. This week, we're highlighting the first strategy in the [Road Map for Action: Developing an equity scorecard to measure performance in order to identify where we are meeting with success and where more, or different, efforts are needed.](#)

First and foremost, equity has been elevated to a core value of Mount Sinai, as integral to our work as safety, agility, creativity, empathy and teamwork. Honoring equity as a core value requires us to closely examine areas where disparities—no matter how seemingly small, inadvertent, or subtle—arise, and actively address them. But we can't change what we can't track. That's where Strategy One—led by our **Vice President of Data Strategy and Stewardship, Doran Ricks, RN, MSN, MBA**—comes in.



A nurse by training, Doran knows Mount Sinai inside and out. Over his nearly two-decade career here, he's worked at all levels of our Health System, from running a unit as a clinical nurse manager, to serving in administrative roles as a senior data analyst, to serving as Director of Decision Support. His deep institutional knowledge—along with

a top-notch team—will allow us to create an **equity scorecard** that provides a streamlined, shared mode of measurement. This centralized scorecard will allow

us to improve data quality, track progress toward our shared goals, better enable coordination and collaboration across teams, learn in real time and course-correct when necessary, and catalyze action that truly makes a difference.

In practice, the equity scorecard will function like the system-level quality, operations, and finance measure dashboards and reports, which track key performance indicators. Metrics for clinical disparities and nonclinical equity datapoints have already been integrated into existing dashboards, like those used by the Quality Leadership Council, allowing users to track patient outcomes by race and ethnicity, age, gender, and language. These tools enable our leaders and care teams to more comprehensively identify and address any gaps in care, ensuring that no communities are left behind.

This major step forward was only possible because front-line staff, both clinical and administrative, made a concerted effort to *record* accurate self-reported demographic data for patients—and that will remain critical to our efforts going forward.

But Strategy One goes beyond patient-centric data. Doran and his team are actively meeting with the 10 other strategy leads to understand what data—from departments like Human Resources and Marketing—can and should be tracked, how progress toward their goals can be measured, and the best way to make sure this information can be easily interpreted by all clinical staff and faculty across the institution.

Going forward, all of this data will be consolidated into a new Equity Dashboard, allowing members of our Mount Sinai family to track our progress, push for change, and hold leadership and each other accountable. Importantly, these equity metrics will be used in the evaluation of our organizational and leadership overall performance, including determining executive compensation.

There is more work to do, and your feedback, and participation, are essential to us in continuing to drive change across the Health System. If you'd like to get more involved, please join us at an upcoming event:

Chats for Change: Exposure of Silent Racism Join the conversation about the ways in which silent racism is dangerous and how it contributes daily to institutional racism. **Tuesday, September 7, from noon to 1 pm.** [Join via Zoom.](#)

Black Women Leaders Connect: Mentorship vs. Sponsorship Panel Join five leaders from across the Mount Sinai Health System and Icahn Mount Sinai to discuss the difference between mentoring and sponsoring emerging leaders. This event is sponsored by [Black Women Leaders Connect](#), a collective of executive and senior-level Black women administrative leaders from Mount Sinai with an established track record of management success, who [joined](#)

[together in March 2021](#) to support each other and nurture and guide future women leaders of color. **Wednesday, September 15, from noon to 1 pm.** For more information and to register, click [here](#)

All the best,

Angela & Shawn

[Road Map for Action Website](#)
