



May 19, 2022

Happy Thursday, Mount Sinai Community,

This week we would like to introduce you to Mary-Frances Winters, the President and CEO of The Winters Group, Inc., the diversity, inclusion, and equity consulting group that is working with our eleven Road Map Strategy Leads, Mount Sinai's executive leadership, and all of us to make the goals of the [Road Map for Action](#) a reality.

How did you get involved in this type of work?

When I started my company in 1984, women and people of color were treated differently, and I wanted to be at the vanguard for change.

At the time, companies weren't thinking about inclusion or equity—just representation. Then people began to understand that you can bring people in who are from different cultural backgrounds. But how are they treated once they're in the organization? That's where inclusion and equity come in.

What is it that your group does?

We work with organizations to help them develop their diversity, equity, and inclusion strategies and implement them. This involves an equity audit to understand if there are disparities among different demographic groups. We also use a tool called the Intercultural Development Inventory (IDI) to determine individual and group level cultural competence. Finally, we design and facilitate education and trainings because education can change behaviors and mindsets.

**"What we do for
those who have
been marginalized
will help
everybody."**



What are the greatest challenges of this type of work?

People sometimes think this work is a fixed pie or a zero-sum game, that if we do something for one group, then it means that another group is going to lose out. Our perspective is, let's make the pie bigger so we can all thrive—what we do for those who have been marginalized will help everybody.

What exactly are you working on with Mount Sinai and what excites you most about working with our Health System?

We're working with Mount Sinai to develop a structure that embeds the Road Map for Action throughout the organization. Our objective is to empower people at every level within the organization to create change by applying anti-racism principles within their sphere of influence.

We're coming in as partners, so I'm excited to co-create lasting change with everyone here. Few, if any, other organizations interact with as many New Yorkers on a daily basis. Medical racism and other hidden or unconscious biases impact marginalized communities in unique ways. This work is about life: if we don't get this right, people can die.

What does real change look like?

Real change is when we can no longer predict outcomes—medical, employment, or otherwise—by a person's identity.

Anything else you'd like to add?

This is going to be really, really hard work. And in my experience, there's a tendency for the work to either wane or just disappear because it's just so hard. So my message would be, let's persist.

And persist, we shall. We look forward to continuing to partner with Ms. Winters and her team and thank them for their diligent work thus far.

If you would like to get more involved in the [Road Map for Action](#), please join us at an upcoming event.

All the best,

Shawn and Angela

Upcoming Event

Chats for Change: Racial Capitalism and Medicine—Join Chats for Change on **Tuesday, May 10, from noon to 1 pm** to discuss racial capitalism as a potential fundamental cause of disease. The conversation will explore the idea that racialized exploitation and capital accumulation directly impact access to care, including relationships with the pharmaceutical industry and the quality of care people receive. [Register on Zoom.](#)

[Road Map for Action](#)

[Past Bulletins](#)
