

Strategic plan to undo racism and bias at the Icahn School of Medicine at Mount Sinai

Overview: A strategic plan is needed to undo racism and bias in our learning and teaching environments to ensure successful and sustainable outcomes that will enable transformational change. The Department of Medical Education, in close partnership with the Center for Multicultural and Community Affairs, offers this strategic plan as a practical, action-oriented guide to inform goal-setting and resource allocation. For the past year this has been among our highest priorities and it will remain so for the foreseeable future.

As a working document, our strategic plan aims to develop a clear statement of our collective mission and vision related to undoing racism and bias, identifying a set of goals and objectives, and formulating key strategies that are essential to our success. The plan lays the foundation for our efforts to foster an antiracist and anti-biased educational and training environment. We acknowledge that the scope of these issues is broader and deeper than what can be addressed by the functional domains within Medical Education or even Mount Sinai as a whole. Our initial approaches will fall under the following four areas:

- Recruitment and admission of medical students and house staff
- Curricular affairs
- Student affairs
- Clinical learning environment

Vision: **TBD**

Mission: *To undo racism and bias in all its forms at the Icahn School of Medicine at Mount Sinai.*

Strategic Goal Related to Undoing Racism and Bias:

To transform the Department of Medical Education into an environment that actively identifies and eliminates racism and bias by changing systems, organizational structures, policies, practices, and attitudes.

We commit to the following:

- Engaging external consultants to provide an assessment of the training, curricular and learning environment.
- Appointing a Faculty Advisory Group to provide regular oversight of our initiatives.
- Maintaining a commitment to conscious leadership to guide our work, outcomes, and products
- Being proactive in naming racism and bias when we see it, and asking “How is racism and bias operating” in any given sphere?

- Creating a culture and climate of transparency and inclusion that values and supports antiracist practices
 - Privilege the voices of faculty, staff, trainees, and students most impacted by racism and bias in informing our work
- Implementing an antiracist curriculum for the medical school leaders, educators, administrators, and mentors.
- Serving as a model for other medical schools committed to undoing racism and bias.
- Increasing the diversity of the faculty and staff in the Department of Medical Education.
- Creating a learning environment and student-faculty partnership that fosters collaboration, cherishes diversity, and respects differences.

Strategic Objectives:

Objective 1: Ensure that medical educators and leaders have the ability to recognize, name, and respond to racism and bias when it happens, and disseminate these practices to other areas in the school of medicine.

Recommendations for Objective 1:

Educate medical school leaders, educators, and administrators on antiracism practices. Support their ability to speak out and intervene when identifying racism and bias when they see it.

- Ackerman Training
- Race Space
- Undoing Racism Workshops
- Create time for medical education leaders to reflect, debrief and share

Assessment plan:

- Monitor the venues in which this training is provided, track the number of participants and the policies developed by other Departments, Institutes, and training programs.
- Continue ongoing and regular assessments of the students' experiences to show improvement.
- Identify and measure process and endpoint outcomes of interest

Objective 2: Create Working Groups to ensure an ongoing and sustained effort in the following areas:

- ***Medical Student and Resident Recruitment and Admissions***

- **Curricular Affairs**
- **Student Affairs**
- **Clinical Learning Environment**

Recommendations for Objective 2:

- *Medical Student and Resident Recruitment and Admissions group:*
 - review procedures for screening, interviewing, and selecting a more diverse group of medical students, residents and fellows stressing holistic review of all applicants;
 - enhanced fundraising;
 - distribution of scholarship resources;
- *Curricular Affairs group:* with expert guidance and support -
 - develop a longitudinal curriculum on racism, its historical context and impact on health;
 - incorporate questions on racism and bias into the evaluations of educators and courses/clerkships;
 - review curricular materials for references to race, ethnicity, ancestry, culture, gender identity and LGBTQ issues;
- *Student Affairs group:*
 - provide enhanced support resources for students;
 - transparency in all our processes;
 - equity in how students are graded, evaluated, rewarded and ranked;
- *Clinical Learning Environment group:*
 - create an anonymous reporting mechanism, and an effective feedback loop with interventions, for episodes of racism and bias against patients or trainees in clinical settings;
 - develop a formal training program for house-staff and health care providers in the clinical environment on racism and bias.

Assessment plan:

- Performance measures and tracking will be developed by each working group, shared with stakeholders, and monitored by an oversight committee.
- Increased number of minority-group medical students and house staff.
- Continue ongoing and regular assessments of the students' experiences to show improvement.

Objective 3: Align our goals and objectives with other functional units of the medical school and Health System

Recommendations for Objective 3

In order to achieve our goal and expand our impact beyond education and training venues, we will partner with various areas and individuals outside of Medical Education, including the leadership of ODI, Human Resources, Finance, Nursing, the Hospital and Health System.

Areas of focus include:

- Faculty affairs:
 - Increase the recruitment, selection, promotion, and appointment of faculty of color.
- Clinical environment:
 - Address health care access and quality inequities/disparities.
 - Address racist and biased behavior towards patients in all clinical environments throughout the Health System.
- Resources:
 - Identify financial resources and create protected time for faculty development and dissemination.
 - Identify financial resources for recruitment of students, faculty and staff (ex. scholarships for students, seed packages for faculty).
 - Identify financial and space resources to enhance support for students, trainees, faculty and staff of color.