

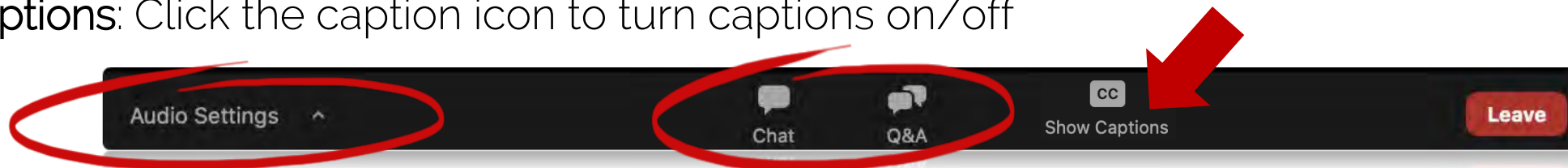
# Promoting Anti-Racism and Supporting Staff through Policy

March 5, 2024



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- **Audio Settings:** ability to select your speakers and adjust your volume.
- **Chat:** for sharing of ideas, interacting with speakers and attendees; not for promoting services and products. Make sure you choose '**Everyone**' in the dropdown in the chat box.
- **Q&A:** for submitting questions to review at the end of the webinar
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- Receive follow up email tomorrow with webinar slides, recording and link to survey.

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# Our Speakers



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*SVP, Chief Diversity Operations Officer and  
System Health Equity Officer*  
Mount Sinai Health System



Erica Rubinstein, LCSW, CPXP  
*Vice President Patient Experience*  
Mount Sinai Health System

# Responding to Racist & Discriminatory Behavior Policy

**Presentation Date: March 5, 2024**

**Prepared by:**

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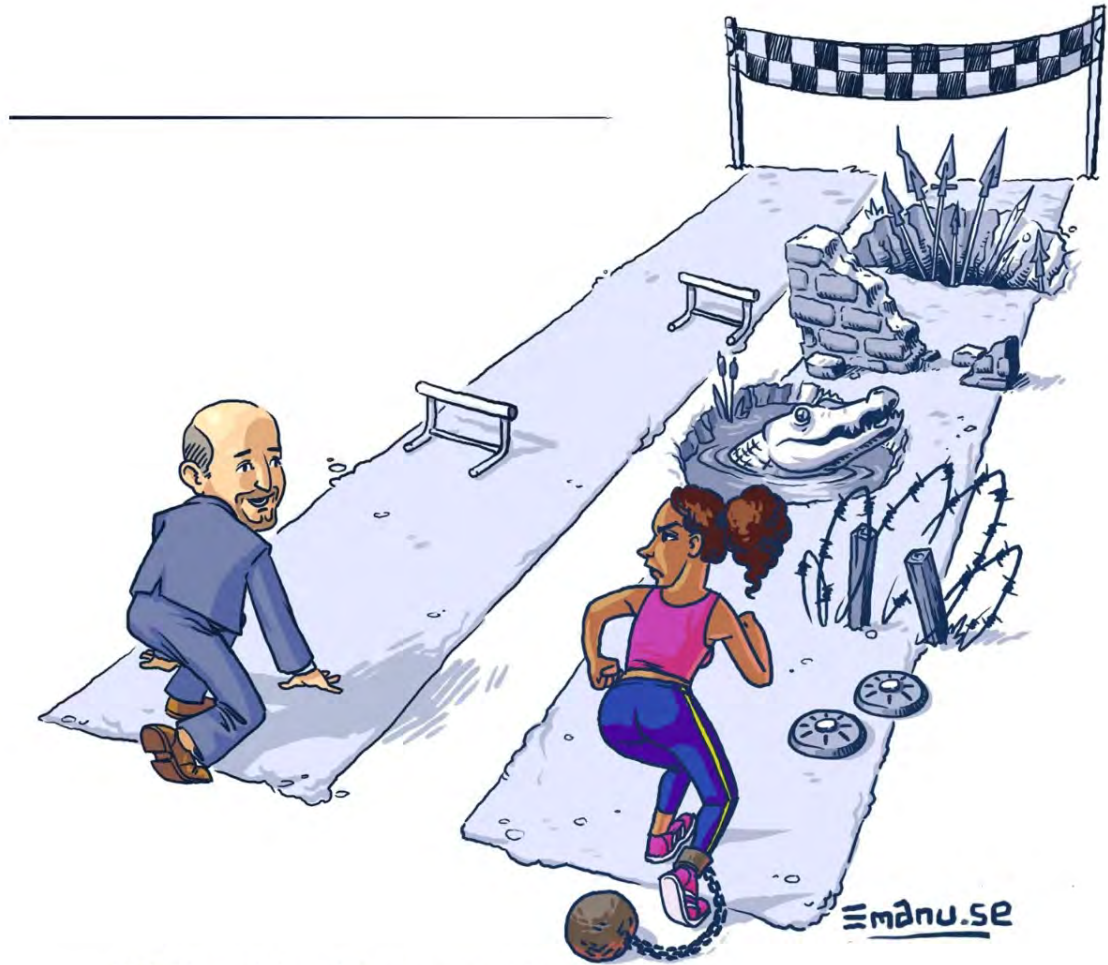
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# What does **equity** mean to you?

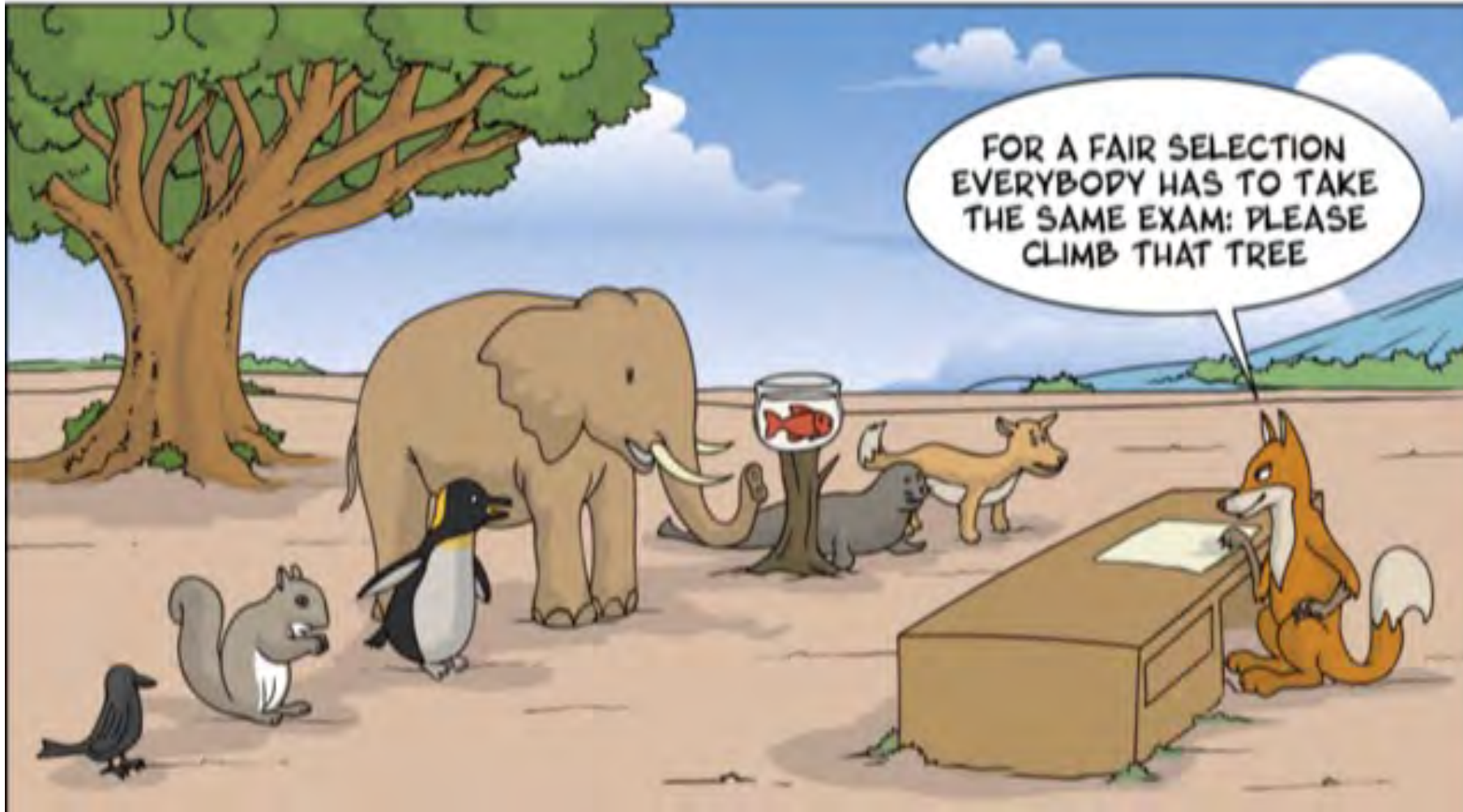




“What’s the matter?  
It’s the same distance!”

Freedom from bias or favoritism; a state of **fairness** where **no one is disadvantaged** due to socially-determined circumstances.





- **Health equity** is achieved when every person has the opportunity to “attain his or her full health potential” and no one is “disadvantaged from achieving this potential because of social position or other socially determined circumstances.”
- **Health inequities** are systematic, socially produced, and unfair. They can be reflected in circumstances related to social determinants of health (SDOH), such as differences in length of life; quality of life; rates of disease, disability, and death; severity of disease; and access to treatment.



# Achieving Equity Through an Antiracist Lens

- Using an antiracist lens will allow us to **identify racial inequities and disparities**. This requires a conscious decision to make frequent, consistent, equitable choices.
- These choices require **ongoing self-awareness and self-reflection** as we move through life. In the absence of making antiracist choices, we (un)consciously uphold institutional and societal inequities.



# Contributors to Health Inequity

- Deep power **imbalances** — within systems and organizations
- Embedded systems of **oppression and racism** — advantaging certain groups and disadvantaging others
- Lack of **access**—social determinants of health (SDoH)

## Anti-Racism

The act of opposing racism and white supremacy in all its forms – even the racism that exists within you and the forms you perpetuate with your behaviors.



## Anti-Racist

One who is supporting an antiracist policy through their actions or expressing an anti-racist idea.

***“ We see the world, not as it is, but  
as we are – or as we are  
conditioned to see it. ”***



## ANTI-RACISM: FIXED TO GROWTH MINDSET

@HOLISTICALLYGRACE

### FIXED - COMFORT

"I DON'T KNOW WHERE TO START OR WHAT TO SAY"

"I DON'T WANT TO GET IT WRONG OR GET CALLED OUT"

"IT WON'T MAKE A DIFFERENCE WHAT I DO, NOTHING IS GOING TO CHANGE"

"I DON'T GET INVOLVED IN POLITICS. I DON'T HAVE TIME"

### GROWTH - COURAGE

"FIRST I WILL LISTEN/READ/WATCH. I WILL SPEAK AGAINST INJUSTICE"

"I WILL MAKE MISTAKES, NO DOUBT ABOUT IT. I WILL BE GRATEFUL FOR THE LESSON"

"THINGS HAPPEN WHEN I TAKE RISKS AND BECOME PART OF SOMETHING BIGGER"

"THIS IS A HUMAN RIGHTS ISSUE. THIS MATTERS, I WILL MAKE TIME"

mindset shift  
from comfort to  
courage...





# Strategies for Leading With Equity





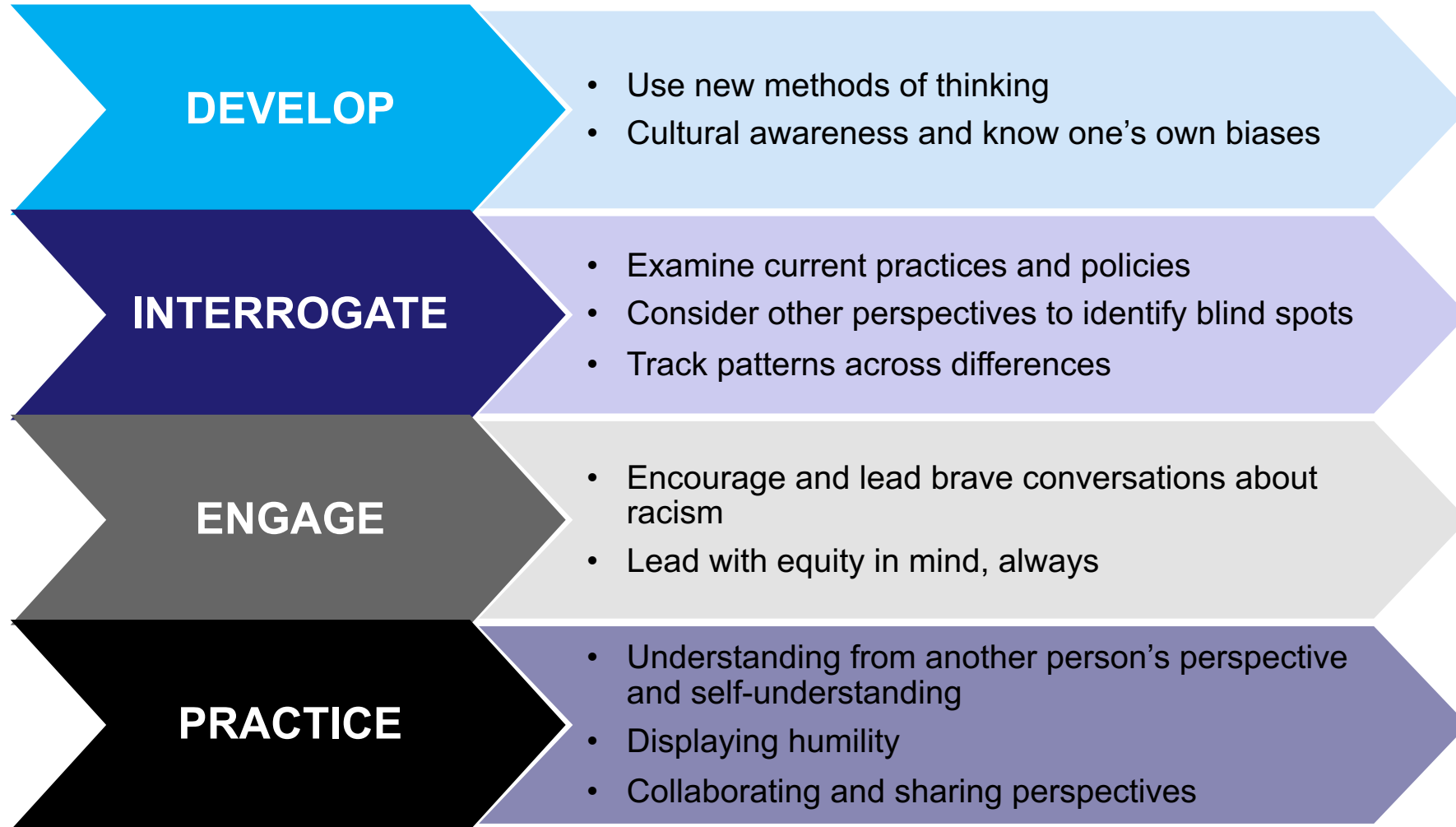
What do you think is key to be  
an **equitable healthcare**  
**leader?**



# Ways to Make Equity a Core Strategy

- Make health equity a leader-driven priority.
- Develop structures and processes that support equity.
- Take specific actions that address the social determinants of health
- Confront institutional racism within the organization
- Partner with community organizations

# Leadership Imperatives to Create an Anti-Racist Culture and Promote Equity



# Apply New Thinking

Who is missing?

Who may be harmed?

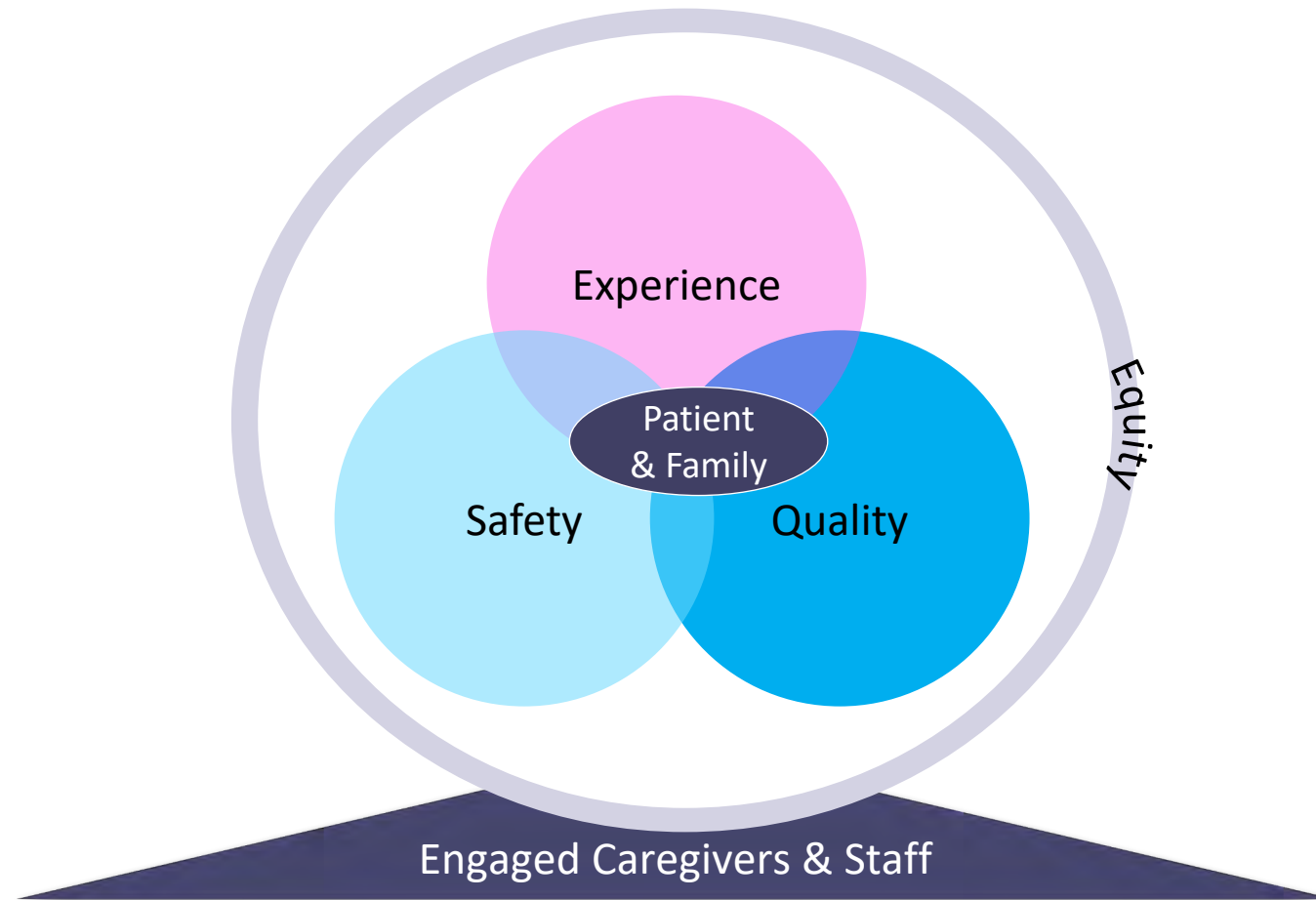
Who is favored?

- Consider groups being left out.
- Center those groups who are marginalized.
- Remove barriers.
- Provide resources based on need.
- Think about whose voices are not being heard
- Look for policies and practices that may favor some and cause harm to others.

## Practice Greater Self-Understanding by...

- Reflecting on and **knowing your own culture** – why you believe what you believe, your history and early experiences that have shaped your value system
- Being aware of and **monitoring your own interpretations** and biases
- Asking people you trust to give feedback on biases of which you may not be aware
- Being **accountable** for your own journey towards greater awareness and understanding
- Using a journal to track and reflect on your identity and culture; identify opportunities for you and colleagues to share aspects of their learning as part of scheduled meetings

# Mount Sinai Health System Vision



# Policy Development

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## Why:

This policy was created to enhance organizational accountability, support, and solidarity around **anti-racism** and to promote **psychological** and **physical safety** to MSHS employees within the workplace. We understand that structures of racism and racist behavior are prevalent among patients and visitors. This organization is committed to fostering an environment that prohibits and addresses racist systems, conduct, and behavior. MSHS recognizes that implementing this policy is only the first step to preventing racist behavior and we will continue to serve as a resource, educate, and expand the awareness of this information through various platforms across the organization.

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## Who:

The insights from MSHS leaders across the system developed this policy. Our leaders represent the following departments:

- Patient Experience
- Office for Diversity and Inclusion
- Legal/Risk Management
- Medicine
- Nursing
- Talent Development and Learning

# Responding to Racist and Discriminatory Patient Behavior

## Statement of Policy

Mount Sinai Health System strives to provide care that is safe, compassionate and equitable, and is committed to creating a safe environment free from all forms of racism, bias and discrimination for all who enter our doors.

## Scope of Policy

Any patient, family member or visitor who displays racist or discriminatory behavior in any way.



**We Stand Together  
Against Racism and Bias.**

### **If you are a staff member or student:**

For patient related matters, submit a report in the **Safety Net** desktop application.

For other matters, you may refer to your manager or Human Resources.

To submit a confidential report, you may call the **Compliance Helpline: 800-853-9212** or scan the QR code with your smartphone.

### **If you are a patient:**

For all matters, you may call the **Compliance Helpline: 800-853-9212** or scan the QR code with your smartphone to submit a confidential report.





# What does the policy encourage?

## Learn

Listen to staff and encourage them to share their experiences so we can best support them

## Unlearn

Insensitivity and excusing discriminatory behavior as “normal” or passable under perceived stereotypes

## Relearn

Partner with those who can support in managing patient and staff interactions to prioritize anti-racist behavior

## Communication

Guidance on supporting staff including the targeted person and the team as whole, and managing the patient and family

Clearly describe the escalation process

# Scenario

Christopher, a member of our housekeeping staff, arrives at the hospital for his shift in the emergency room. As he begins his cleaning duties, he encounters an intoxicated patient who directs a derogatory racial slur towards him, stating, “that cleaning up after somebody else is the only job that your people are qualified for.” This offensive statement not only deeply affects Christopher, but it also impacts other staff members, patients, and visitors who witness the incident. According to the policy, how can you best support Christopher and those who were impacted by this incident, while also ensuring that you do not provoke or worsen the situation with the patient?

# Resources

An aerial photograph of New York City, showing the dense urban landscape of Manhattan and the green expanse of Central Park. The image is overlaid with a semi-transparent blue filter, creating a monochromatic effect. The skyline is visible in the background, while the foreground shows a mix of high-rise buildings and the park's trees.

# Resources

## MSSH Policy Responding to Racist Discriminatory Patient Behavior

Available on the Intranet via PolicyTech

MOUNT SINAI HEALTH SYSTEM POLICY & PROCEDURE			
<small>Mount Sinai Beth Israel Mount Sinai Brookline Mount Sinai Hospital Mount Sinai Miami Beach Mount Sinai Queens Mount Sinai West New York Eye &amp; Ear</small>			
<b>Responding to Racist and Discriminatory Patient Behavior</b>			
<b>NUMBER:</b>	MSSH 130	<b>POLICY OWNER:</b>	Office of Patient Experience
<b>DATE:</b>	February 2021	<b>LAST REVIEWED DATE:</b>	February 2021
<b>CONTENTS:</b>			
.....			
CONTENTS			
.....			
DEFINITION AND REPORTING OF RACIST AND DISCRIMINATORY BEHAVIOR:			
S.....			
Change Protocol: Inpatient.....			
Change Protocol: Outpatient.....			
Requests to Change Providers based on Perceived Identity of the Clinician:			
Request to the Patient Family Engagement Committee (PFEC).....			
Request for Review.....			
TARGETED MESSAGING TO PATIENTS.....			
TARGETED MESSAGING TO TARGETED STAFF MEMBER/LEARNER.....			
STAFF RIGHTS AND RESPONSIBILITIES.....			
S.....			
S.....			

## MSSH Pocket Guide Responding to Racist Discriminatory Patient Behavior

Available on the Intranet via Brand Center

### Guide | Responding to Racist and Discriminatory Behavior

**Conversations with a Patient, Family Member, or Visitor**

Mount Sinai does not tolerate racist, biased, or discriminatory behavior toward staff members, learners or trainees. You are not alone. First evaluate and meet any urgent medical needs. Then report the behavior to your supervisor. Suggested messaging to patients is below.

<p><b>Patient, family member, or visitor makes a discriminatory comment or uses profanity or abusive language toward a staff member or learner/trainee.</b></p> <p><b>A.</b> "Please do not use that type of language as it is offensive to others and not acceptable at Mount Sinai Health System."</p> <p><b>B.</b> "At Mount Sinai, we have a no tolerance policy for inappropriate or offensive behavior or comments. Please refrain from making such remarks."</p> <p><b>C.</b> "We are committed to providing the very best care to all. Your behavior is preventing us from providing this care. We ask that you please stop (describe the behavior) so that we may help you to the best of our ability."</p> <p><b>D.</b> "Your comments have no place in this hospital. Our staff are well-trained and very capable of providing high-quality care; all are professionals and we expect that you will treat them with respect."</p> <p><b>E.</b> "You will be cared for by another clinician. Your current clinician is no longer comfortable treating you based on your offensive behavior/comments."</p>	<p><b>Patient or family member asks to change staff assignments based on the perceived identity of the provider. Such requests will not be honored, except in rare cases determined by the care team or Nurse Administration.</b></p> <p><b>A.</b> "Our policy is to staff our hospitals with care providers without bias or discrimination based on race, ethnicity, religion, age, sexual orientation, gender identity or gender expression, disability or any other bias. Our staff/learners/trainees are well-trained and extremely competent."</p> <p><b>B.</b> "We will not make staff changes based on your request, which we perceive as discriminatory. We treat all of our patients, staff, and learners/trainees with respect, and we expect the same from our patients."</p> <p><b>C.</b> "Your request has been denied. You will continue to be cared for by (provider's name). All of our staff are well-trained in providing the highest quality of care."</p> <p><b>D.</b> "Based on your behavior and/or discriminatory comments, we specifically denied your staff change. However, we will assign you a new clinician because your current clinician is no longer comfortable providing you treatment."</p>	<p><b>Patient or family member asks to change rooms based on the perceived identity of the roommate or visitors. Such requests will not be honored, except in rare cases determined by the care team or Nurse Administration.</b></p> <p><b>A.</b> "Our policy is to provide safe and appropriate room assignments to all patients regardless of race, ethnicity, religion, age, sexual orientation, gender identity or expression, disability or any other bias."</p> <p><b>B.</b> "We do not discriminate based on race, ethnicity, religion, age, sexual orientation, gender identity or expression or disability when making room assignments. Your request has been denied."</p> <p><b>C.</b> "We do not make room assignments that discriminate based on race, ethnicity, religion, gender identity, or sexual orientation, but we will have to change your room if your behavior toward your roommate concerning one of these personal characteristics makes them uncomfortable."</p>
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## MSSH Communication for Practices

Available on the Intranet via Brand Center

**We Stand Together Against Racism**


**Item description:** Demonstrates that the Health System is committed to anti-racism

**Use:** It is mandatory for all practices and must be displayed in the waiting room area.

**Size:** 8.5" x 11" and 24" x 36"

**Placement details:** Mount on a wall in a visible area at normal viewing height using the included Velcro tape.



**Optional:** Also available, 12" x 4" window and wall decal



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# Thank You



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# Questions?

Please submit your questions using the Q&A icon



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- As a recorded webinar, PXE credit is available for two (2) years from the live broadcast date.



# Upcoming Events & Programs

## WEBINARS

March 12 | Headliner - Leading Healthcare & PX Teams with Clarity, Confidence and Courage

March 19 | Survivor Support Programs Strengthen Patient Experience

March 26 | Words Matter: The Transformative Power of Language for Empowering Care

March 28 | Where are my things? An Introduction & Application Tutorial

## CONNECTION CALLS

March 6 | Volunteer Professionals Community Connection Call – Strategic Planning for Volunteer Services

March 20 | Patient Advocacy Community Connection Call: Promoting a Culture of Collaboration and Teamwork



Access our vast library  
of on demand patient  
experience webinars.

*Webinars are included in membership  
with the Institute.*



THE BERYL INSTITUTE

# ELEVATE<sup>PX</sup>

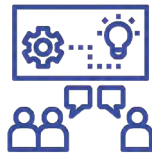
## The Global Patient Experience Event

ELEVATE PX is a combination in-person/virtual gathering bringing together the voices of the global community committed to elevating the human experience in healthcare.

**Denver, CO || April 3-5, 2024**



Community Gatherings



Pre-Conference Workshops



Networking Dinner & PX Party

**...and more!**



**55+**

Innovative breakout and poster sessions from leading organizations around the world

## Hear from Inspiring Keynote Speakers:



**Nicole Malachowski**

First Woman Thunderbird Pilot, Combat Veteran



**Dennis W. Pullin**

President & CEO, Virtua Health



**Rick Guidotti**

Photographer & Founder, POSITIVE EXPOSURE



**Samantha Harris**

Breast Cancer Survivor, Emmy-Winning TV Host

Thank You

