Growth in Faculty

The full-time faculty has grown by 56% since creation of the Mount Sinai Health System in 2013:

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Increase 2013-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>2,042</td>
<td>2,753</td>
<td>3,178</td>
<td>+1,136</td>
</tr>
</tbody>
</table>

889 physicians and scientists at Mount Sinai Beth Israel, Mount Sinai Roosevelt, Mount Sinai St. Luke’s, New York Eye and Ear at Mount Sinai are now on the ISMMS full-time faculty.

Continued faculty growth is expected in 2016:
- Hundreds of additional member hospital physicians will join Mount Sinai Doctors Faculty Practice
- Faculty recruitment for all locations will continue
### New Appointments

**Deans:**
- Dean for Academic Development & Enrichment: Lakshmi Devi, PhD
- Dean for Translational Biomedical Research: Rosalind Wright, MD

**System Chairs:**
- Neurology: Barbara G. Vickrey, MD
- Orthopedics: Leesa Galatz, MD
- Preventive Medicine: Robert Wright, MD

**Institute Directors:**
- Clinical Diabetes: Ronald Tamler, MD
- CONDUITS: Rosalind Wright, MD
- Global Health: Prabhjot Singh, MD
- Personalized Medicine: Judy Cho, MD
- Primary Care Institute: Roy Cohen, MD
- Systems Biomedicine: Ravi Iyengar, PhD
- Translational Epidemiology: Emanuela Taioli, MD PhD
Quality

Best Doctors in NY

241 Doctors in New York’s Magazine’s list (includes doctors in MSHS)

An additional 34 physicians from affiliated hospitals were also on the list

The 275 doctors represent 21% of the 1,282 on the list

8 specialties within the MSHS were ranked in the Top 25

NIH Funding Rank

Funding increased from 2014 by >7% from $247M to $265M in 2015

AAMC Rank

U.S. Medical Schools (AAMC) 2015 #2 Research Dollars/Principal Investigator

Major Awards/Grants:

– Tisch Cancer Center is now NIH-NCI Designated Cancer Center

– NIH Clinical Translational Science Award (CTSA) for Institutes for Translational Sciences

ISSMS received 2015 Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine-the oldest and largest diversity-focused publication in Higher Education
### MD Students-Matriculating Class of 2015

- Number of Complete Applications: 4,860
- Number of Interviews: 771
- Size of Class: 140
- MD/PhD: 13
- Early Assurance: 33
- Women: 52%
- Under-represented in Medicine: 19%
- Median MCAT: 35
- Median GPA: 3.82
- Number of Undergraduate Schools: 58
### MD/PhD Students-Matriculating Class of 2015

- **Number of Complete Applications**: 326
- **Size of Class**: 13
- **Women**: 23%
- **URM**: 13%
- **Median MCAT**: 37
- **Median GPA**: 3.90
- **Number of Undergraduate Schools**: 11
Medical Education Notable Accomplishments

- Year 3 of the curriculum redesign rollout
- Google Life Sciences partnership
- Deloitte Partnership
- Recruited inaugural class of Primary Care Scholars Program

- The Arnold P. Gold Foundation adapted and expanded a compassionate care program created by ISMMS students into a national program:

- ISMMS students created EHHap, an app to improve care, flow of information and training in EHHOP (app is being adopted in other departments as well)

- Launched task force on addressing bias and racism in the school and the health system

Recognition Awards:

**Gary Butts, MD** chosen by City and State Reports to receive a *Corporate Social Responsibility Award* for his efforts to diversify the healthcare workforce
Graduate Medical Education – MSHS Integration

**Health System-wide programs in:**
- Dermatology (1\textsuperscript{st} program to be merged)
- Interventional Radiology
- Urology
- Plastic Surgery (Integrated)
- Child and Adolescent Psychiatry
- Sleep Medicine
- Hospice and palliative medicine
- Neuroradiology (MSBI/MSSLR)
- Clinical cardiac electrophysiology (MSBI/MSSLR)
- Neurosurgery

**Pending applications in:**
- Geriatric Medicine
- Hematology and Oncology (MSBI/MSSLR)

**Highlights:**
- Integrated programs have required rotations at each of our Manhattan campuses
- A delegated Credentialing system created to allow residents to rotate anywhere in the system

Due to these changes 500 residents based at one of our system hospitals were permitted to rotate to another system hospital
### PhD Students-Matriculating Class of 2015

- **Number of Complete Applications**: 453
- **Size of Class**: 44
- **Women**: 70%
- **URM**: 24%
- **Median GRE**: 318
- **Median GPA**: 3.55
- **Number of Undergraduate Schools**: 38
Graduate School of Biomedical Sciences

Education Throughout the Translational Continuum

Basic Science Discovery → Role in Disease Process → Pilot studies in human → Clinical Trials → Therapeutics → Community & Global Health → Health Care Delivery

Basic Science Research → Clinical Research → Population Based Research

Translational Research

MD/PhD
PhD, Biomed. Sciences → MS/PhD, Clinical Research → MPH → MS, HCDL
MS, Biomed. Sciences → MS, Biostatistics → MS, Genetic Counseling
Graduate School Notable Accomplishments

- New Grad School Core sequence specifically for the MD/PhD students
- Recruited first full class of PhD in Design, Technology & Entrepreneurship (DTE)
  - KiiLN, launched by post-docs taking the course the first year it was offered, won the first Growth Accelerator Fund Competition awarded by the US Small Business Administration – winners announced at the White House.
- Expansion of MS Programs – now 7 programs:
  - MSHCL* reached its target class of 25 matriculants in its 2nd year
    - Will also launch a second cohort of 30 students from China.
  - The new MS in Biostatistics admitted its first class
  - The MS in Biomedical Informatics has been approved by the state and will be launched in the Fall, 2016.
- Affiliations with Apple, IBM, JPMorgan to offer internship opportunities, thesis work and training
- Expansion of non-academic liaisons and career counseling for PhD graduates
  - Opportunities in Pharma, Biotech etc
- Process of establishing guiding principles consistent with NAS to enhance the experience of >650 post-docs

*MS in Health Care Leadership
John Morrison, PhD leaving Mount Sinai after 25 years at Mount Sinai and 9 years as Dean of Basic Sciences and The Graduate School of Biomedical Sciences at Icahn School of Medicine at Mount Sinai.

Notable accomplishments:
• Redesigned the PhD tracks to align with Institutes and Strategic Plan
• Full integration of Graduate School into the parallel efforts of the institution in Translational Sciences and Innovation:
  • Enlarged Masters degree programs from 1 to 7
  • Launched opportunities for innovation with new courses in Design, Technology and Entrepreneurship with prestigious prizes
  • Developed opportunities with industry and partnerships with IBM, Apple, JP Morgan and RPI
• Incorporated the Masters programs into the academic and administrative fabric of the Graduate School
• Improved the academic credentials of PhD and MD/PhD classes while increasing diversity

ISMMS Dean has formed a Search Committee to recruit a new Dean of Basic Sciences and The Graduate School of Biomedical Sciences
2014 Research Funding

# 2: Sponsored Programs Direct Expenditures/PI

Purpose: Assesses research productivity of faculty engaged in research

Higher Number is Favorable

Formula: Sponsored Programs Direct Expenditures

# PIs Associated with Sponsored Programs Expenditures

Private Schools

Mean (all participants) = $293,148

Fiscal Year 2014

April 2015
2014 Research Funding

# 7: Sponsored Programs Expenditures/Net Assignable Square Feet
Hess space almost filled; density increased from #12 to #7

Purpose: Reflects productivity of research space
Higher Number is Favorable
Formula: Sponsored Programs "Recorded" Expenditures
Non-class lab NASF

Private Schools

Mean (all participants) = $326 Total Costs

Direct Costs
Median All Schools
Median Private Schools
Indirect (F&A) Costs
Median Public Schools

Fiscal Year 2014
April 2015
2014 Research Funding

# 5 – Growth of Sponsored Programs from all sources

Purpose: Measures growth over time

Higher Number is Favorable

Formula: Three-year annualized growth rate

Private Schools

Mean (all participants) = -3.2%

Major awards: CTSA ($5.25M), NCI-Cancer Center($1.695M), CHEAR ($19.4M) & NYSTEM (8.8M)
ISMMS-RPI Affiliation

Research:
- 7 co-Funded Collaborative seed projects (300k$) resulting in grants and publication
- Additional research collaborations on:
  - Artificial Pancreas,
  - Machine learning & semantics (K grant scholars) in emergency medicine,
  - 3D printing of multiscale vasculature,
  - ObGyn sensor technologies
  - Spine research (orthopedics)

Grants
CHEAR Center for Data Sciences- Children's Health Exposure Analysis Resource (CHEAR): Data Repository, Analysis and Science Center (U2C)
- PI’s :
  Dr S. Teitelbaum, Dr P. Kovatch (Mount Sinai)
  Dr. D. McGuiness (RPI)
Award value 11M$

NY state high performance computing consortium
- Training grant (U54) Gaming Theory & training
Arnhold Global Health Institute

New Director: Prabhjot Singh, MD

Vision and Goals:
Study the impact of environmental/external factors on individual’s lives and the optimal way to address them.

Recommend policy changes that address the impact of major external factors like rapid urbanization, access to healthcare, growing inequity and climate change.

Find inter-relationships through field studies, data collection and analysis
- Partner with groups like UN to conduct field studies in places like Ghana and India
- Collect study data from multiple sources and countries
- Partner with firms like Google on data analysis
- Hire data scientists to create models and develop scenarios

Design effective, scalable care models across MSHS with focus on primary care and high need patients
Institute for Translational Epidemiology (ITE)

New Director: Emanuela Taioli, PhD

Vision & Goals:

• Expand the portfolio in Training, education, and health inequalities, and make it an integral part of the research portfolio.

• Integrate genetic and genomic data with social and environmental factors and large clinical databases to predict individual disease risk, response to treatment, and prognosis.

• Create Concentration Areas within ITE:
  – Chronic Disease Epidemiology
  – Infectious Disease Epidemiology
  – Mental Health
  – Occupational Epidemiology
  – Epidemiologic Methods
  – Life Course Epidemiology
  – Molecular and Genetic Epidemiology
**Mount Sinai Innovation Partner (MSIP)**

<table>
<thead>
<tr>
<th>Performance Metrics</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Faculty, Staff and Trainees Engaged:</td>
<td>325</td>
<td>394</td>
<td>519</td>
</tr>
<tr>
<td>Gross Licensing Proceeds in $millions:</td>
<td>76*</td>
<td>41</td>
<td>47</td>
</tr>
<tr>
<td>Revenue Generating License Agreements:</td>
<td>77</td>
<td>72</td>
<td>97</td>
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<tr>
<td>Industry Research Funding in $millions:</td>
<td>5.6</td>
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<tr>
<td>New Inventions (IP Disclosures):</td>
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<td>104</td>
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<td>New Patents Filed:</td>
<td>161</td>
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<td>New Licenses &amp; Options:</td>
<td>38</td>
<td>45</td>
<td>52</td>
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<tr>
<td>Collaborative &amp; Sponsored Research Agreements:</td>
<td>49</td>
<td>79</td>
<td>99</td>
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<tr>
<td>Enabling Agreements (MTAs, CDAs, IIAs):</td>
<td>695</td>
<td>1101</td>
<td>1224</td>
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<tr>
<td>Active Equity Holdings in Spinouts:</td>
<td>7</td>
<td>9</td>
<td>6</td>
</tr>
</tbody>
</table>

*Includes large litigation settlement with licensee Shire*
2015 Faculty Development Initiatives

Lakshmi Devi, PhD – Dean for Academic Development and Enrichment

FOSTERING MENTORING
• Addition of Associate Dean of Academic Development: Elizabeth Howell, MD, MPH

PROMOTING COLLABORATION
• Faculty Idea Prize: Awarded to two junior faculty investigators

BUILDING NEW LEADERS
• Seminars and workshops: leading research teams, mentoring graduate students

WELCOMING NEW FACULTY
• Networking lunches and informational breakfasts

New family-friendly policy:
Academic Clock Flexibility Added to Investigator Track
Research Integration with MSHS

Integrated research administration structure to support research across the Mount Sinai Health System (MSHS). Co-location with ISMMS colleagues.

- Reliance Agreement established that allows IRBs at each MSHS site to recognize each other’s approved research projects.
- All research and service projects submitted through the School and all other MSHS sites now comply with Mount Sinai’s FCOIR policy.

Standardized policies and processes:

- Grants and Contracts
- Policies for animal research
- All animal procurement for the MSHS has been centralized through the Center for Comparative Medicine and Surgery (CCMS).
- All animal research protocols at ISMMS are now submitted through Ideate, and human subject protocols will be incorporated into this new unified system in Q4 2015.
- ORS centralized the process for registering studies on ClinicalTrials.gov
- Reliance Agreement established that allows the ISMMS Biosafety Committee to review and oversee all research
- The existing patents and related intellectual property (IP) at each MSHS site have been catalogued and consolidated. Mount Sinai Innovation Partners
Mount Sinai Doctors Faculty Practice
Accomplishments 2015

• Growth
  –  10.2% in 2014
  –  7% through 2015 June YTD

• Operating Margin
  –  1.4% in 2014
  –  2.2% in 2015 YTD July

• Contribution Margin
  –  80.1% in 2014
  –  79.8% in 2015 YTD July

• New Sites
  –  GP 1 Center
  –  59th Street Men’s Health

• Urgent Care Growth
  –  Columbus Avenue: 38 Average Visits/Day
  –  Opened New Sites: Inwood, Brooklyn Heights, Hewlett
## Integration of the Faculty Practice Plan

### Timeline

<table>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
<th>Department</th>
<th>Count</th>
<th>Department</th>
<th>Count</th>
<th>Department</th>
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<td>Ob/Gyn</td>
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<td>Radiation Oncology</td>
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<td>BI Anesthesiology</td>
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<td>SLR Anesthesiology</td>
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<td>UMPA Phase 1</td>
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<td>BI Medicine</td>
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<td>Primary Care</td>
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<td>Pediatrics</td>
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<td>Neurosurgery</td>
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<td>Orthopedics</td>
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<td>Pathology</td>
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<td>Rehab Medicine</td>
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<td>Thoracic Surgery</td>
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<td>UMPA Phase 2</td>
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<td></td>
<td>450</td>
<td>Total</td>
<td>40</td>
<td>Total</td>
<td>612</td>
<td>Total</td>
<td>48</td>
</tr>
</tbody>
</table>

SINAInnovations
Leading a New Era of Discovery
Mount Sinai Doctors Faculty Practice
Ongoing Initiatives

• Faculty Practice Integration
  – ~450 providers BISLR integrated to date, 500+ providers integrating as of January 1, 2016

• Clinical Program Development and Oversight
  – Urgent Care
    → Future Sites: BI Phillips Ambulatory, BI Brooklyn, Queens West
    → City MD Affiliation
  – Beth Israel Medical Groups, West Park, West Care
  – Brooklyn Heights and Hewlett (WestMed Transition)
  – East 85th Street Multispecialty opening November 2015

• Patient Satisfaction
  – Survey tools rolled-out to Health System’s ambulatory sites

• Centralized Billing Office
  – Currently 18 Departments, adding over 900 physicians with integration

• Centralized Call Center
  – Currently 13 Departments/Groups, 13 new by Q3 2016
  – Moving to new site at 555 West 57th Street
<table>
<thead>
<tr>
<th>Department</th>
<th>New sq ft</th>
<th># of Physicians</th>
<th>Project Status</th>
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</thead>
<tbody>
<tr>
<td>Spine Center</td>
<td>12,500</td>
<td>13</td>
<td>Complete</td>
</tr>
<tr>
<td>CAM IBD Center</td>
<td>5,000</td>
<td>19</td>
<td>Complete</td>
</tr>
<tr>
<td>GP 1 Cardiovascular Center</td>
<td>20,000</td>
<td>40</td>
<td>Complete</td>
</tr>
<tr>
<td>Diabetes/Bariatric Surgery</td>
<td>12,500</td>
<td>21</td>
<td>Complete</td>
</tr>
<tr>
<td>Tower 5 Respiratory Center</td>
<td>10,000</td>
<td>TBD</td>
<td>In Process</td>
</tr>
<tr>
<td>Inwood Urgent Care</td>
<td>4,000</td>
<td>5</td>
<td>Complete</td>
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<tr>
<td>Brooklyn Heights</td>
<td>66,000</td>
<td>31</td>
<td>In Process</td>
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<tr>
<td>236 E 85th Street</td>
<td>47,500</td>
<td>45</td>
<td>In Process</td>
</tr>
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</table>
Mount Sinai Doctors Faculty Practice
Current Positioning: FP Clinical Activity

Ambulatory Encounters
2011 – 2015

Outpatient Visits
2011 – 2015

*2015 Annualized based on June YTD
Mount Sinai Doctors Faculty Practice
Current Positioning: FP Patient Satisfaction

Press Ganey Percentile Ranking – Overall Satisfaction

NATIONAL (All Facilities)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Overall Satisfaction</th>
</tr>
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<tbody>
<tr>
<td>4Q11</td>
<td>40%</td>
</tr>
<tr>
<td>4Q12</td>
<td>37%</td>
</tr>
<tr>
<td>4Q13</td>
<td>39%</td>
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<tr>
<td>4Q14</td>
<td>42%</td>
</tr>
<tr>
<td>2Q15</td>
<td>34%</td>
</tr>
</tbody>
</table>
Mount Sinai Doctors Faculty Practice

Improving Patient Satisfaction

Guiding Principles:
• Create a warm and welcoming environment.
• Initiate communication and anticipate needs.
• Communicate with care, concern, and respect.
• Ease navigation and access.
• Regularly use patient feedback to inform improvement efforts.
• Reward and recognize publicly those behaviors that support our values; coach and counsel in private.

Ongoing Activities:
• Improve Patient Access
• Improve Patient Flow
• Increase Transparency
• Sharing of best practices across MSDFP
• Improve Communications Skills for Physicians
• Align incentives for Physicians for Patient Experience (ongoing in a number of Departments)

Every physician’s patient satisfaction scores will be shared with other physicians and departments
Phillips Ambulatory Care Center (PACC) / Mount Sinai Doctors South

PACC INITIATIVES:
- Full EPIC Rollout -- Fall 2016 completion
- MSD-FP Call Center -- Fall 2015 start
- PACC Lobby Renovation -- Late 2015 start
- Operations Analysis
- Staff Training
- Revenue Cycle Improvements

PACC STRATEGIC GROWTH PLAN:
- Integration of Faculty into MSD-FP
- Active Clinician Recruitment
- Ambulatory Program Growth
  - Ambulatory Surgery
  - Infusion (Cancer/Non-Cancer)
  - Interventional Radiology
  - Endoscopy
  - Imaging/MRI
  - Increased Marketing
Mount Sinai Health System-Healthcare Trends

- **Transparency**: patients, payers and regulators will have increasing access to healthcare performance data at the system, entity and physician level:
  - Quality
  - Safety
  - Service
  - Access
  - Cost
- Payment will be based on these performance domains and
- Payment will be for managing populations rather than for managing episodes of care

In response,

*Health System must evolve to produce the safest care, the best outcomes, the highest satisfaction, and the best value of any health system or provider in the New York Metropolitan area*
By the end of 2019, the Mount Sinai Health System will have over 750,000 lives under a value-based contract.
Significant progress over the first 2 years of the merger

• Recruitment and development of population health leaders and infrastructure

• Growth in population health analytics

• New relationships with government and commercial payers as well as with unions and employers

• Improvements in quality, safety and service...
Population Health – New Leadership

Niyum Gandhi - Chief Population Health Officer:
- Leading the development and execution of the Health System's transition from a primarily FFS model to one inclusive of risk-based population health
- Focused on aligning Mount Sinai's clinical and economic transformations towards population health

Andy Snyder, MD - Chief Clinical Integration Officer:
- Overseeing the clinical aspects of Mount Sinai's population health and value-based care transformation.
- Focused on building the clinically integrated network and driving effective performance across that network.

Jeff Farber - SVP and CMO for Population Health:
- Leading clinical mode design, practice transformation, and ambulatory clinical improvement within population health
- Overseeing ambulatory care management and its integration with patient's care teams.

Ed Lucy - Chief Administrative and Contracting Officer for Mount Sinai Health Partners:
- Managing contracting and payer relationships across the Health System and clinically integrated network.
- Developing novel reimbursement and contracting models to support the Health System's economic transition.
Financial Results

The School continues to meet its overall goal of positive financial operating results.

Financial Operating Results:

<table>
<thead>
<tr>
<th>Year</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 (Budget)</td>
<td>Plan is at least breakeven results</td>
</tr>
<tr>
<td>2014</td>
<td>$ 85</td>
</tr>
<tr>
<td>2013</td>
<td>$ 77</td>
</tr>
<tr>
<td>2012</td>
<td>$ 7,481*</td>
</tr>
<tr>
<td>2011</td>
<td>$ 116</td>
</tr>
</tbody>
</table>

* Includes benefit from one time licensing settlement

Research and FPA growth are major contributors to the School’s financial success.
Financial Challenges to Continued Success

• Financial challenges for both Clinical and Research Programs continue:
  • Clinical reimbursement constraints, particularly for out of network reimbursement.
  • Federal Budget issues
    – NIH Funding is flat in Federal fiscal year 2015
    – More competition for fewer grants awards

• Full integration of Member Hospital clinical operations on 1/1/16.

• Growth in research grants is necessary to help pay the annual operating costs ($32 million) of HCSM Building.

• Support for the full cost of Medical Education and Graduate School operations.

• Capital Project Funding for existing school buildings.

• Philanthropy support for Strategic Initiatives.

• Revenue Diversification.
Action Plan to Meet Financial Challenges

• Continue successful Financial Goals
  – School’s financial operating results must be positive using only the 5% endowment spending rate investment income.
  – Department’s must consistently achieve positive financial results.
    – Clinical Depts minimum 2.5% margin.
    – Basic Sciences, Research Institutes achieve budget targets.
    – Incentive plans encourage revenue and margin growth.
  – Significant financial improvement in MSSL, MSR and MSBI integrated faculty practices (Faculty productivity, Incentive based compensation models, Cost effective operations).
  – Continued growth in federal grants.
  – Growth of Masters Programs.
  – School Bond refinancing helps to support capital projects funding for Annenberg
  – Research and Clinical performance continue to be guided by metrics.
Action Plan to Meet Financial Challenges

• Principles of Department Compensation Models consistently followed:
  – 100% of compensation tied to performance.
  – Compensation must be covered by Teaching, Research and Clinical Revenue.
  – Quality, productivity and outcomes goals integrated.
  – Performance goals for each physician with regular reviews of actual results.
  – Productivity Standards.
Action Plan to Meet Financial Challenges

• Effective Space Utilization:
  – Administrative services consolidated at 42\textsuperscript{nd} Street.
  – Maintain research density (grants/sq.ft.).
  – 85\textsuperscript{th} Street faculty practice initiative.
  – Efficient use of Member Hospital clinical practice space.

• Clinical and Research Growth from:
  – New recruits,
  – Faculty productivity,
  – Efficient, cost effective operations,
  – Enhanced Core facilities,
  – Diagnostic testing investment (Sema 4 (Genomics), Precise MD).

• Philanthropy support for Strategic Initiatives

• Continued Financial Discipline is Imperative:
  – Business Plans.
  – Return on Investment.
  – Successful 2016 Budget process.
  – Continuous monitoring of financial results with timely corrective actions, if necessary.
Major Marketing Initiative - print ads

Major new Mount Sinai advertising campaign focusing on reputational excellence and our expanded presence throughout the New York region.

- Includes three ads focusing on ISMMS, emphasizing innovation, leadership and entrepreneurship.
- Digital and social media promotion complement the print campaign.
Digital Marketing - New ISMMS Website

In 2015, we embarked on a transformational project to build a new state-of-the-art website that is easier to use and features more compelling editorial content and photos. The new site is optimized for mobile devices, incorporates Social Media feeds that update automatically, offers markedly improved self-service, and includes a host of unique features such as an online events calendar.

- The new site is being launched in phases, continuing through the end of 2016.
- To date, we have launched a number of sections, including a dramatic homepage, main landing pages for all major areas (Education, Research, About the School, and Patient Care), Medical Education, and a new digital home for SINAInnovations.

- Select preliminary metrics for the new website (Q3 2015 vs Q3 2014):
  - Web traffic increased 11 percent
  - 59 percent of traffic is new visitors
  - Visits to the new mobile-friendly site from mobile devices/tablets increased 215 percent
We built and launched a Research Portal to help investigators beginning research to find funding, submit and manage grants and sponsored projects, obtain necessary approvals, commercialize discoveries, and get access to required training.

Features/Highlights:

- Intuitive, easy to navigate, sleek design. Responds to the needs of our investigators, research staff, and trainees.
- The Research Portal averages more than 1,500 visits per month.
Digital Marketing-New Laboratory Websites

To meet the growing needs of our research community, we developed and launched a new digital platform that allows principal investigators to quickly and efficiently update and maintain their websites.

- These robust sites contribute to our ongoing, collective efforts to publicize the exciting and innovative research at ISMMS.

- To date, we have developed nearly 150 templates and launched more than 30 unique sites.
Digital Marketing – Social Media

- The ISMMS Facebook page has experienced rapid growth in 2015, reaching a "10,000 Like" milestone in April.
  - On track to surpass 20,000 likes by the end of the year.
- 45 percent increase in ISMMS YouTube views and Twitter followers.
- Graduate School Facebook Advertising Campaign generated 33,876 visitors to the Graduate school website, more than five times the number in 2014.
Doximity is a free, online network that functions as a LinkedIn for physicians.

- Includes more than 60 percent of U.S. doctors as registered, verified members. It is the largest online community of physicians in the U.S allows physicians to:
  - Stay connected with colleagues and classmates & earn CME credits
  - Use their iPhone, iPad, Android device, or computer to securely connect and collaborate with other doctors about patient treatment, identify appropriate experts for patient referrals, and manage their career.
  - Rate residency programs and vote in the annual U.S. News & World Report ranking.

- ISMMS has encouraged all current faculty to join and vote in annual surveys

- ISMMS Alumni Office is working with department chairs for residency alumni to participate in ranking using the Residency Navigator Tool on doximity.com.
SINAInnovations
theme: Digital Medicine

SINAInnovations 2015

The Icahn School of Medicine at Mount Sinai hosts its fourth annual SINAInnovations conference on October 27-28, 2015. This year's theme is "Digital Medicine." The conference will include keynote addresses, short talks, lunchtime breakout sessions and demos in areas focusing on discoveries in material science, nanotechnologies and imaging; advances in genomics technologies; mobile application development and wearable technologies; cultivating how medicine and engineering interface and how advances in engineering are transforming medicine, biology, and global health.

Keynote Speakers

- Daniel Kraft
- Gregory Sorensen
- Linda Avey
- Atul Butte

Event Organizers: Scott L. Friedman, Joel Dudlev, Ashish Atreia, Kumar Chatami, and Deborah McGuiness

http://icahn.mssm.edu/about/sinainnovations
2016 – Develop a new Strategic Plan for ISMMS

Review of 2006 Strategic Plan and analysis of goals vs outcomes
• Implementation challenges & lessons learned

Objective assessment of educational, clinical and research missions:
• Medical and Graduate School education programs
• Residency and Fellowship programs
• Quality of Clinical programs and related patient satisfaction
• Institute and Department research programs

Recommend future investments in order to continue to build:
• Most competitive MD, PhD, Masters and Residency/Fellowship programs
• Highest quality patient care with excellent patient satisfaction
• Research programs leading to innovations and medical breakthroughs
2016 – A Strategic Plan for the Next Decade

The new strategic plan needs to be forward-looking and challenging.

It will be hard and require a great deal of effort from all.

It will need philanthropy to enable strategic investments.

"We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard."

John F. Kennedy
Rice University
September 12, 1962