



MOUNT SINAI
SCHOOL OF
MEDICINE
NEW YORK

One Gustave L. Levy Place
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July 10, 2011

Re: XXXXXX, M.D.

Dear Committee Members:

I am pleased to recommend the promotion of Dr. XX to the rank of Professor of the Practice of YY in the Practice Track. Dr. XX is currently Associate Professor of YY in the Clinician and/or Educator Track and devotes 90% of his work effort to clinical care. This request for promotion is justified on the basis of his (1) excellence as a master clinician, (2) innovative practices, (3) reputation as a national leader in our specialty, and (4) national recognition as an educator.

Dr. XX received his B.A. and M.D. degrees from ----- .He completed a rotating internship at ----- and a ----- residency and fellowship at ----- . He spent one year on faculty at ----- followed by three years on staff at ----- . Dr. XX was recruited to Mount Sinai in 19xx to help build the educational programs in the Department of YY. Since his promotion to the rank of Associate Professor in 199x, Dr. XX has demonstrated excellence in clinical care, service to the institution, education and scholarship.

Quality of Care

Dr. XX is an outstanding ----- who is recognized institutionally, regionally, nationally and internationally as a master clinician. He specializes in ----- and many of his patients present significant challenges in ----- . Dr. XX is the Department's acknowledged ----- expert. He is routinely requested by Mount Sinai's ----- to care for their patients, and is frequently consulted by his colleagues and patients to advise on ----- problems. Not uncommonly, a surgeon will have a known difficult ----- patient see Dr. XX in consultation in advance of surgery in order to assess previous difficulties (often failures from other institutions), and formulate a plan for successful ----- . He makes himself readily available to such patients, who leave reassured and confident about their upcoming procedures.

Objective affirmation of the high quality of Dr. XX's work is available in a variety internal and external indicators. Data culled from the FPA Dashboard includes *present/describe relevant measures, providing both quantitative data and interpretive comments*. Further, the AHRQ adult safety scores are impressive...*present/describe as for internal indicators*.

Dr. XX has a very busy clinical practice. In 2010, he performed ----- work relative value units (wRVU), and generated \$\$\$ in gross charges. Despite managing the most challenging and complex cases, in almost --- years of practice, Dr. XX has been named in a malpractice suit only twice. Both suits were discontinued against him before trial. This is a remarkable testament to both clinical productivity and excellence in patient care.

Dr. XX's expertise in ----- was key to the successful development of Mount Sinai's program in ----- . *Description of his role in this effort*. Dr. XX met these challenges and has been regularly requested by the ----- who recognize and appreciate his technical skills, experience and clinical judgment.



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Patient Satisfaction

Dr. XX receives outstanding ratings on Mount Sinai's patient satisfaction surveys. Press Ganey feedback for the last xx quarters were uniformly excellent, placing Dr. XX among the leaders in our specialty. A number of Dr. XX's patients have written to the Department lauding his professionalism and excellent care, and at least one made a donation to Mount Sinai in his name. One of his patients, a prominent radio personality, even praised him by name during a national broadcast. There are numerous requests for him to personally take care of Mount Sinai employees and their family members.

Innovation

Dr. XX continually seeks ways to improve the care of his patients. He was a pioneer in the use of -----, which has since become the gold standard of care. Dr. X. has been an early advocate of training residents and attendings in this and other cutting edge techniques. Innovation in teaching ----- has been the hallmark of Dr. XX's activities within the Department and at the local, national and international levels, and is described more fully below.

Dr. XX has applied his expertise to the adoption of better practices on the national level. He played a central role in the development by the <professional society> of an algorithm for management of difficult ----- that has led to a decrease in ----- morbidity and mortality. When last updating the algorithm, the <society>once again consulted Dr. XX as a resource for defining quality and standards of practice. Dr. XX has also served as a consultant to the -----.

Teaching Activities

Dr. XXs contributions as a teacher and educator are many and varied. For more than xx years, Dr. XX has been responsible for organizing the weekly Departmental teaching and morbidity/mortality conference. He prepares the cases for presentation, researches the topics, and creates an individual handout for each conference that includes goals, learning objectives, case summary, questions targeted to major teaching points, and reading materials. Over this time frame, Dr. XX has prepared more than 1200 such handouts. They have been fundamental to the success of the weekly conference and thereby a major contribution to the success of the Department, both educationally and clinically.

Dr. XX was among the first in the Department to teach ----- and ----- . In 199x, Dr. XX published a survey demonstrating the inadequacy of training in ----- by ----- residencies in the United States. This led him to develop and direct a program to teach basic and advanced ----- techniques to residents that is now part of their mandatory training. He has also since combined this with a valuable and popular ----- rotation for our residents. As a result of the programs that he initiated, our graduating residents are well trained in this most important aspect of ----- . Dr. XX implemented this at Mount Sinai years before all residency programs were required to provide formal instruction in this essential area.

As an internationally recognized authority on -----, Mount Sinai medical students, residents, fellows, and faculty consider Dr. XX to be a major educational resource and role model. Additionally, Dr. XX teaches management of ----- at many conferences including the most prestigious national and international meetings in the specialty of ----- . He frequently organizes and leads hands-on workshops and delivers formal lectures.



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Service

Dr. XX has served on many of the Departmental Committees including clinical competency and resident selection. For the past six years, he has served diligently as vice-chair of the Department's ZZ Committee.

Dr. XX was a founding member of The Society for YY, and has served in the elected positions of treasurer, secretary, vice-president, president-elect, and president. Under Dr. XX's stewardship, the Society's membership increased to more than xx, the annual meetings grew in popularity, and money was raised to fund research. Dr. XX was also a founding member of the International Society for ----- and has served as treasurer as well as chairing several committees. Dr. XX serves as consultant to the -----.

In summary, Dr. XX is an extremely productive -----, whose outstanding practice, innovation, education, and service contributions have earned him a national and international reputation as a master of the practice of ----- . He has made invaluable contributions of service to the Department and to the Institution. I recommend him most highly for promotion to Professor of the Practice of YY in the Practice Track.

-----, M.D.
Professor and Chair of YY